TO: CACC/COT

FR: Mesa Municipal Court
Matt Tafoya Presiding Judge
Paul Thomas, Court Administrator

DATE: September 22, 2014

RE: Exception Request

Executive Summary

In summary and in response to:

"Principles Underlying Requests for Exceptions to Statewide Standards:"

- City/County investment has already been made (apart from the court) that reduces the cost to the court.

  The City of Mesa has a large fully-staffed Information Technology Department. This department has a long history of fully resourcing the court's automation daily needs, regularly scheduled equipment and software upgrades, and assembling all the necessary skilled staff for the court's automation initiatives. The Mesa IT Department has specifically assigned staff to the court full time. This support comes at NO COST to the court.

- Overall cost (total cost of ownership) is reduced from that of implementing the statewide standard. This savings must be balanced against the potential impacts to the broader Branch initiatives. Specific areas to be considered are: financial leverage, integration, support and training.

  The total cost of ownership experiences a very significant cost reduction. Use of the statewide standard would require a level of AOC on-going maintenance and consequently a funding commitment to the AOC. More critically, automation features unique to the Mesa Municipal Court's operational requirements would require additional development funding through contracted or vendor based resources. This is typically very expensive and could make some initiatives cost prohibitive. This would also be a direct expense to the Mesa Municipal Court. Use of the Tempe (Themis) CMS provides an automation platform completely supported by the Mesa IT Department at no cost. Most important, especially in light of the Mesa Municipal Court's aggressive pursuit of automation, new

initiatives, training and development would be entirely supported by the Mesa IT Department at NO COST to the Court.

- Overall risk is reduced from that of implementing the statewide standard.

  The overall risk of implementation is extremely reduced from that of the statewide standard for three reasons:

  1. *The system has been in use in Tempe since 2009 and is a proven system.*
  2. *Mesa Court and IT Department have familiarity with the Themis code. Mesa IT staff assisted with the final testing of Themis over a 9 month period in 2009. Themis processes are designed similar to the Mesa Court's current system; conversion and training significantly easier.*
  3. *Implementation of AJACS has significant risk in the fact that it has not been fully tested using a complex database. The support of AJACS at this time has significant stability risks.*

- The local IT function is/will be providing support.

  The Mesa IT Department has and continues to provide a very high level of support for the Mesa Municipal Court.

- The technology demonstrates long-term viability. This must include the consideration of the vendor's viability and future costs to evolve the technology solution.

  Prior to this "Exception Request" the Mesa IT Department conducted a technical evaluation of the Themis code. This evaluation determined that the code was viable, well documented, and contained the flexibility for modifications or enhancements. Mesa IT has indicated that intentions by the Mesa Court and IT Department to move to a web-based solution can be easily accomplished with the Themis system. Use of Themis, and the local support of the Mesa IT Department eliminates all the risks and costs associated with a vendor based solution. Mesa IT assumes responsibility for all technology elements of the Themis application – ongoing development, support and adherence to the Memorandum of Understanding with Tempe (as it pertains to sharing of application improvements).

- Substantially greater productivity is enabled through adoption of a local standard.

  Use of Themis as a local standard will enable not substantial, but extraordinary productivity. The reason for this, as evidenced by the Mesa Municipal Court's Records of success, lies in the ability completely control and, resource development at the local level.
  This success includes development of:
    - *Bench automation –fully automated judicial bench options,*
    - *Electronic Document Management System –which converted 96,000 paper case files into electronic files, all court case files, case processing, dispositioning, motion activity etc. is all electronic,*
    - *Use of integrated Q-matic systems,*
    - *Use of auto-dialer systems for placing calls*
    - *Use of Interactive Voice Recognition (IVR)*
    - *Use of Web-services*

These automated processes have significantly increased court productivity, reduced staff need, and expanded public access. Many court functions are accomplished through the court's web-services. The court experiences over 300,000 web and IVR "hits" per/year and receives over $6,000,000.00 in web/IVR based collections.

The success of these technology achievements are the result of over 22 years of supporting projects with the full complement of technical resources provided by the Mesa IT Department, in conjunction with Court staff who understand the potential use of technology for court processes. Local control of the court's case management system gives the Mesa Court to continuously launch new automation initiatives. This is a critical factor in the Court's future success.

Enterprise Architecture Standards
Exception Request Document

based on the
Judicial Project Investment Justification (JPIJ)

Specific Exception Being Requested: ***Themis Case Management System***

Title of Related Project: ***Mesa Municipal Court Case Management System Replacement Project***

Prepared by:

Name	***Paul Thomas***
Court	***Mesa Municipal Court***
Date	***September 23, 2014***

Goals of the Information Technology Enterprise Architecture Standards:

- Improve interoperability and integration
- Improve productivity
- Maximize reusability
- Reduce overall cost to the Branch as a whole
- Enable leveraging in procurement

Principles Underlying Requests for Exceptions to Statewide Standards:

- City/County investment has already been made (apart from the court) that reduces the cost to the court.
- Overall cost (total cost of ownership) is reduced from that of implementing the statewide standard. This savings must be balanced against the potential impacts to the broader Branch initiatives. Specific areas to be considered are: financial leverage, integration, support, and training.
- Overall risk is reduced from that of implementing the statewide standard,
- The local IT function is/will be providing support,
- The technology demonstrates long-term viability. This must include the consideration of the vendor's viability and future costs to evolve the technology solution.
- Substantially greater productivity is enabled through adoption of a local standard.

By submittal of this exception request, the court agrees to bear any later costs at the local level necessary to integrate the exception component or system with a statewide standard component or core system.

With the preceding statements in mind, please respond to the following questions regarding the exception component or system:

Q1. How will information from the system or component be exchanged with or integrated into core state systems, as applicable, in the event the exception is granted?

A1. Mesa Municipal Court (MMC) currently exchanges information with the core state systems; the implementation of Themis will not affect these communications.

MVD Reporting: MMC currently has an automated batch process that reads data from the case management system, formats the data into Motor Vehicle Division (MVD) specific file formats and sends the data to the AOC to pass on to the MVD. The only change to this process will be modifying the stored procedure so that it reads data from the Themis database.

AOC Reporting/Data Exchanges: All current information exchanges with the AOC are performed via either flat files which are batch processed or XML files managed through MQ Server technology. The only changes to these processes will be the substitution of data from Themis in lieu of the data that is coming from the current system.

Q2. What is the long-term support strategy? Who will provide support for the excepted system or component? What service level agreements or intergovernmental agreements are in place to ensure acceptable support is maintained?

A2. Mesa's Information Technology Department (ITD) will be able to modify and extend the system to support MMC's needs for years with this platform. As MMC needs change, legislation is enacted or AOC establishes new rules or statewide initiatives, ITD will be able to immediately develop scope, project plan and start development efforts. Mesa will have total control over all aspects of the change process, including the ability to control budges, scopes and timelines. ITD and MMC have a great working relationship and a long history of developing custom applications for MMC.

Documentation is very important to support any system. Tempe has provided Mesa with over 1,000 files documenting development and configuration of the application as well as processes and procedures developed for the users. Mesa will retain both the original copies from Tempe as well as "cleaned" versions which will subsequently be updated to reflect all changes made by Mesa. These updates may include data flow diagrams, process diagrams, database diagrams, data dictionaries, use cases and help files. The extensive documentation is essential reference for current IT staff and valuable training material for new IT staff.

Industry recognized standards and the AOC's Enterprise Architectural Standards are also important to supporting a system. The Themis platform is built using the Microsoft .NET framework and is hosted on Microsoft SQL servers and application servers. There are Microsoft support contracts in place for this infrastructure. ITD staff maintains certifications to consistently develop and support these technologies.

Q3. By how much is the five-year <u>total</u> cost to the Branch reduced by the exception?

Show a comparison of costs between the state standard and the requested exception below. Place the summary answer in A3G. For help with filling in tables, refer to instructions that appear in Section III of the JPIJ document (long version).

A3A. Development Costs for Current State Standard (AJACS)

Fiscal Year						
Description	*FY14-15*	*FY15-16*	*FY16-17*	*FY17-18*	*FY18-19*	*Total**
The number of FTE and third-party positions						
1. IT FTE Positions	5	5	2.75	2.75	2.75	(Do not use)
2. User FTE Positions	5	5	2.25	2.25	2.25	
3. Professional and Outside Positions						
4. Total Positions *	10	10	5	5	5	
The development costs in thousands ($000)						
5. IT FTE COST (Include ERE)	$631	$631	$347	$347	$347	$2302
6. User FTE COST (Include ERE)	$481	$481	$212	$212	$212	$1598
7. IT Services (Professional and Outside Cost)						
8. Hardware						
9. Software						
10. Communications						
11. Facilities						
12. Licensing and Maintenance Fees						
13. Other						
14. Total**	$1112	$1112	$559	$559	$559	$3900

* Items 1 through 3 must be described in ***Appendix A. Roles and Responsibilities***.
** Items 7 through 13 must be substantiated in ***Appendix B. Itemized List with Costs***.

A3B. Operating Costs for Current State Standard

Fiscal Year						
Description	*FY14-15*	*FY15-16*	*FY16-17*	*FY17-18*	*FY18-19*	*Total**
The number of FTE and third-party positions						
1. IT FTE Positions	5	5	1.9	1.9	1.9	(Do not use)
2. User FTE Positions	5	5	2.35	2.35	2.35	
3. Professional and Outside Positions						
4. Total Positions *	10	10	4.25	4.25	4.25	
The development costs in thousands ($000)						
5. IT FTE COST (Include ERE)	$481	$481	$223	$223	$223	$1632
6. User FTE COST (Include ERE)	$1112	$1112	$463	$463	$463	$3613
7. IT Services (Professional and Outside Cost)						$
8. Hardware						$
9. Software	$800	$800	$	$	$	$1600
10. Communications						$
11. Facilities						$
12. Licensing and Maintenance Fees						$
13. Other						$
14. Total**	$1912	$1912	$463	$463	$463	$5213

* Items 1 through 3 must be described in ***Appendix A. Roles and Responsibilities***.
** Items 7 through 13 must be substantiated in ***Appendix B. Itemized List with Costs***.

A3C. Total Project Cost for Implementing Current State Standard

Fiscal Year						
Description	*FY14-15*	*FY15-16*	*FY16-17*	*FY17-18*	*FY18-19*	*Total*
1. Development Costs	$1112	$1112	$559	$559	$559	$3900
2. Operating Costs	$1912	$1912	$463	$463	$463	$5213
3. Total Project Costs	$3024	$3024	$1021	$1021	$1021	$9113

A3D. Development Costs for Proposed Exception

Fiscal Year						
Description	*FY14-15*	*FY15-16*	*FY16-17*	*FY17-18*	*FY18-19*	*Total**
The number of FTE and third-party positions						
1. IT FTE Positions	3.5	3.5	2	2	2	(Do not use)
2. User FTE Positions	5	2.75	2.25	2.25	2.25	
3. Professional and Outside Positions						
4. Total Positions *	8.5	6.25	4.25	4.25	4.25	
The development costs in thousands ($000)						
5. IT FTE COST (Include ERE)	$442	$442	$252	$252	$252	$1640
6. User FTE COST (Include ERE)	$481	$270	$212	$212	$212	$1386
7. IT Services (Professional and Outside Cost)						
8. Hardware						
9. Software						
10. Communications						
11. Facilities						
12. Licensing and Maintenance Fees						
13. Other						
14. Total**	$923	$711	$464	$464	$464	$3026

* Items 1 through 3 must be described in ***Appendix A. Roles and Responsibilities***.

** Items 7 through 13 must be substantiated in ***Appendix B. Itemized List with Costs***.

A3E. Operating Costs for Proposed Exception

Description	*FY14-15*	*FY15-16*	*FY16-17*	*FY17-18*	*FY18-19*	*Total**
The number of FTE and third-party positions						
1. IT FTE Positions	3.5	3.5	2.05	2.05	2.05	(Do not use)
2. User FTE Positions	2.75	2.75	1.45	1.45	1.45	
3. Professional and Outside Positions						
4. Total Positions *	6.25	6.25	3.5	3.5	3.5	
The development costs in thousands ($000)						
5. IT FTE COST (Include ERE)	$442	$442	$259	$259	$259	$1659
6. User FTE COST (Include ERE)	$270	$270	$148	$148	$148	$985
7. IT Services (Professional and Outside Cost)						
8. Hardware						
9. Software	$800					
10. Communications						
11. Facilities						
12. Licensing and Maintenance Fees						
13. Other						
14. Total**	$1511	$711	$407	$407	$407	$3444

* Items 1 through 3 must be described in ***Appendix A. Roles and Responsibilities***.
** Items 7 through 13 must be substantiated in ***Appendix B. Itemized List with Costs***.

A3F. Total Project Cost for Implementing Proposed Exception

TOTAL PROJECT COST - EXCEPTION

Fiscal Year						
Description	*FY14-15*	*FY15-16*	*FY16-17*	*FY17-18*	*FY18-19*	*Total*
1. Development Costs	$923	$711	$464	$464	$464	$3026
2. Operating Costs	$1511	$711	$407	$407	$407	$3444
3. Total Project Costs	$2434	$1422	$871	$871	$871	$6469

A3G. Total cost reduction is the difference of $2,643,000 between A3C 5-year total and A3F 5-year total.

Q4. Will the exception component or system stand alone?

If yes, will its functionality be what other courts would realistically desire today or in the near future?

A4. Yes, Themis will be a standalone system. It will initially provide, at a minimum, the functionality MMC has today with the current system, which has been acknowledged as advanced in automation of processes and was used as the model for changes to AJACS. Continued improvements are planned for the future.

Q5. How will the exception component or system enable productivity gains beyond those of the state standard?

A5. The exception system will enable productivity gains beyond the state standard in three ways: ease of use, lower costs of ownership and extensibility.

MMC staff has spent substantial time with AJACS and Themis and has found Themis to be significantly easier to navigate and use. They report that the system is visually and functionally designed to aid the user with their tasks; having received no training, they have been able to enter, save and process cases through several scenarios with no assistance. Our finance staff determined that the functionality offered in Themis will save dozens of person-hours per month on common tasks such as financial adjustments on cases. Business practices and tasks will take less time to complete and increase the volume of transactions per day. Payment receipting clerks will have fewer windows or screens to look at when processing payments from customers, decreasing time per customer and increasing efficiency. With no training, they were able to navigate the system and find information where they expected it. Mesa users were not able to successfully enter and process a case in AJACS.

We feel there is considerable cost savings with the Themis system. We will realize annual mainframe support savings sooner by migrating to Themis as opposed to AJACS. Initial development and implementation costs will also be saved, as Themis provides the interfaces MMC needs to communicate with the state and third party vendors that are production-ready. We will further save on implementation costs since we can control time, scope and resources for projects and we will not depend on a vendor's availability and competing projects. The savings in reduced time and effort for staff to perform common functions will be significant.

As MMC intends to continue moving forward with innovations using technology to improve and automate court processes, it must be assumed that enhancements to the system would be requested on a regular basis. Neither the cost nor the development and implementation time of these enhancements can be estimated. In the case of AJACS requests these improvements would be outside of the control of MMC and prioritized with requests from other courts, while Themis enhancements could be developed and implemented more quickly, providing more productivity gains in a shorter period.

There are minimal costs associated with the Themis effort and those can be covered with local funding. We have an in-house staff of developers, analysts and subject matter experts that have a deep understanding of our business processes and our IT staff has in depth knowledge of the programming language and technology.

We will be able to modify and extend the system to support the needs of the court for years with this platform. As court needs change, we will be able to immediately develop scope, project plan and start

development efforts. We will have total control over all aspects of the change process, including tenability to control budges, scopes and timelines. MMC and ITD have a great working relationship and a history of developing custom applications for MMC.

The Themis system employs current technology and is suitable as a replacement to our current CMS. It has an updated, user friendly interface that will help staff with their tasks. It uses modern database standards to address issues of reliability and dependability. The impact of implementing the Themis system will be immediate with tangible and intangible benefits to MMC.

Q6. How is overall project risk reduced through implementing the exception rather than the state standard?

A6. Score your project risk for both the standard and the exception solutions on a scale of 1 to 5 with 1 being the lowest risk. Comment as appropriate to explain your assessment or the difference in scores in each category. Refer to supplementary instructions that appear in Section IV.B. of the JPIJ (long version) to view detailed risk information.

Category	*Standard score*	*Exception score*	*Description*
1. Strategic	1	1	Aligns with Court and Statewide Enterprise Architecture, goals, objectives, policies, standards and IT strategic plan.
Comment: The Themis system aligns with court and statewide EAS goals, objectives, policies, standards and IT strategic plan.			
2. Management	3	1	Senior and intermediate management is involved in, and supports, the project. A steering committee/project team is in place.
Comment: There is a well-defined management structure between Mesa Court and ITD. A steering committee is in place that includes senior managers from both MMC and ITD, Court Administrator and Presiding Judge. The vendor relationship has changed significantly which has impacted the management structure for support of AJACS.			
3. Operational	3	1	Adverse effects on current operations are unlikely or contingency plans are in place. Supports Agency Performance Measures.
Comment: As a self-hosted court, Mesa will control the high availability/redundancy requirements for the hardware environment of either option. There is a higher risk with the state standard in regards to the software because Mesa will not be the only court being supported by the AOC and as such, may not be able to obtain the assistance needed as quickly as it could be provided internally for the Themis system.			
4. Scope and Requirements	1	1	Scope and requirements are, or will be, clearly defined and approved. Effect on business processes has been assessed.
Comment: Both AJACS and Themis have clearly documented scope and requirements.			
5. Technologies Competency	1	1	Agency has available, or will secure appropriate skills to implement the project. Organizational readiness has been assessed.
Comment: Both MMC and ITD have personnel with the appropriate skills to implement and manage either system.			

6. Infrastructure Dependencies	2	1	All key elements are included to fully implement the project. No additional costs are anticipated to deliver benefits.
Comment: The AOC has not yet defined the structure and possible costs of support for self-hosted courts. Mesa has all the key elements to fully implement Themis and while no additional costs are anticipated, there are contingency funds available to cover unanticipated costs.			

Appendix A. Roles and Responsibilities

Provide the names, job titles and responsibilities of all the personnel involved in the project. These may include the Project Sponsor, Project Manager (Technical Project Manager, Business Project Manager), programmer, analyst, and consultant(s). If new FTEs or consultants will be hired, indicate "new." You may also include a Change Management manager, and user personnel involved in acceptance testing. When a role pertains to ONLY the state standard or the proposed exception, please indicate that, as well.

Executive/Steering Committee

J. Matias Tafoya, Mesa Municipal Court Presiding Judge
Paul Thomas, Court Administrator
Diane Gardner, Chief Information Officer
Lester Godsey, IT Manager

Subject Matter Experts

Leonard Montanaro, Deputy Court Administrator
Janie Moreno, Deputy Court Administrator
Albert Lemke, Deputy Court Administrator
Dyan Carney, Court Supervisor
Edna Ramon, Court Supervisor
Gina Sanchez, Court Supervisor
Gloria Holland, Court Supervisor
Karen Komada, Court Supervisor
Nancy Bushaw, Court Supervisor
Xiomara Tenreiro, Court Supervisor

IT Staff

Lester Godsey, IT Manager	Technical Supervisor
Lauren Lupica, IT Project Mgr III	Project Management
Connie Williams, IT Engineer III	Technical Lead/Conversion
Paul Poledna, IT Engineer III	FileNet Analyst
Lanny Wagner, IT Engineer II	FileNet Analyst
John Diamond, IT Engineer III	Conversion, Interfaces
Michael Kniskern, IT Engineer II	Interface Analyst
Amy Davis, IT Engineer II	Web/IVR Analyst
Christine Chu, IT Engineer II	Reports/Export Interfaces Analyst
Julie Darling, IT Engineer III	Interface Analyst
Joe Hansen, IT System Architect	Middleware/DB Svcs
Greg Stoner, IT Engineer III	Analyst
Ronald Williams, IT Engineer II	DBA/Conversion
Anthony Ross, IT Engineer I	Desktop Support
John Perry, IT Engineer III	Server
Hoan Vu, IT Engineer II	Server
Ihaab Dais, IT Engineer I	Security
Jeremy Montoya, IT Engineer II	Network Support

Appendix B. Itemized List with Costs

Attach a detailed list of planned expenditures including unit costs and extensions. Ensure the total agrees with the TOTAL column on tables labeled "Development Costs for Current State Standard," "Operating Costs for Current State Standard," "Development Costs for Proposed Exception," and "Operating Costs for Proposed Exception." This list should contain all items associated with the total project investment, including hardware purchase costs, software purchase costs, software licensing costs, FTE and ERE costs, professional and outside services costs, consulting costs, communication costs, facilities costs such as cabling or wiring, training costs, travel costs, and all other costs.

See Attachment B

Document Information

Title:	Exception Request Document based on Judicial Project Investment Justification Version 1.0
Originator:	Arizona Supreme Court, January 2005
Date:	March 2010 (editorial changes)
Download:	http://www.supreme.state.az.us/cot/Documents/Documents_default.htm
Contact:	Alicia Moffatt, 602-452-3791, email: amoffatt@courts.az.gov

Judicial Project Investment Justification

A Statewide Standard Document for Information Technology Projects for the Arizona Judicial Branch

Project Title: ***Mesa Municipal Court Case Management System Replacement Project***

Version 2.0

January 1, 2011

Prepared by:

Name	***Paul Thomas***
Court	***Mesa Municipal Court***
Date	***September 23, 2014***

TABLE OF CONTENTS

Introduction

An Information Technology (IT) project is defined as a specific series of activities involving the implementation of new or enhanced IT systems. This document is used for two purposes:

1. A Judicial Project Investment Justification (JPIJ) document is completed for all projects of $250,000 or more in development costs, regardless of funding source.
2. It is also used as part of the documentation to request an exception to standards as defined by the Arizona Code of Judicial Administration §§ 1-501 and 1-505.

Project information includes operating costs to enable life cycle analysis. Life cycle analysis is an evaluation of costs and benefits over a prescribed period not greater than 5 years.

A. Document Information

Information is included in each section to assist in preparing the JPIJ document. The JPIJ format presented here [adapted from the State-standard Project Investment Justification (PIJ) document maintained by the Government Information Technology Agency (GITA)] is the Arizona Judicial Branch standard for project and/or standard exceptions justification and must include all required sections in the order specified in the Table of Contents. Information about the GITA PIJ including the PIJ Policy, Standard and Procedure can be found at the GITA web site at http://www.azgita.gov/nav/pij.htm. Although not required under statute, the Arizona Judicial Branch is using this modified version of the standard state document to capture information for court projects.

Section I. ***Business and Technology Assessment*** provides a project overview, describes the existing situation and problem, defines the proposed changes and objectives, and outlines the quantitative business case for the proposed technology solution.

Section II. ***Project Approach*** defines the proposed technology, illustrates viable alternatives, lists major deliverables, other projects on which it depends, other projects that are depending on it, and provides the anticipated development timeline for the project.

Section III. ***Policies, Standards & Procedures*** includes enterprise architecture compliance, conformance with Judicial Branch goals, and other key technical considerations for the project.

Section IV. ***Roles and Responsibilities*** documents the titles and responsibilities of key personnel involved in the project.

Section V. ***Public Value and Benefits*** documents improved management or performance that brings new value to court users, stakeholders, and citizens. This section identifies quantitative and qualitative benefits that may be gained by completing this project.

Section VI. ***Project Financials*** identifies the development and operating costs, summary of costs, and funding source(s) for the project.

Section VII. ***Risk Assessment*** measures the impact of the project on the court in key categories. Each category is described and contains conditions pertaining to risks that correspond to point values.

Section VIII. ***Project Approvals*** provides a summary of various project values, a management review checklist and an area for the court management to approve the project by signature, establishing accountability. The Presiding Judge will review and sign all JPIJ documents.

The ***Appendices section*** provides attachments to the JPIJ document. An itemized list of costs is required to substantiate the Financial Assessment. A connectivity diagram and a Gantt chart indicating major project milestones are also required.

B. Procedure

The COT staff review cycle is not more than thirty (30) working days from the date received to the date the court is notified of the recommendation being made. During the review staff may be in contact with you to request additional information. Please include your email address and FAX number to facilitate communications. Review by the Commission on Technology will occur at its regularly scheduled meetings.

The Commission on Technology will issue a response letter to the submitter in the submitting court indicating the results of the review and a recommendation. ***Approval of a project does not approve funding or procurement of technology projects.*** It is the responsibility of the court to secure additional approvals that may be required by local or other funding bodies.

Section I. Business and Technology Assessment

Court Name and Address	*Contact Name, Phone, FAX, email*
Mesa Municipal Court 250 E 1st Avenue Mesa AZ 85210	Paul Thomas Court Administrator 480-644-3030 p 480-644-2923 fax Paul.Thomas@MesaAZ.gov

Project Investment Name	*Date*
Mesa Municipal Court Case Management System Replacement Project	September 23, 2014

This section briefly describes the business issues, technology to be implemented and general business case for the project.

A. Management Summary

Provide a concise management-level summary of key information described in more detail in the body of the JPIJ, including the objectives of the project in terms of what problem is expected to be addressed, the specific solution being proposed to accomplish those objectives, and , to the extent it exists, a quantified justification explaining why/how the solution is needed to deliver the expected business objectives. This section should be completed last, once the remaining sections of the JPIJ have been filled in.

Mesa Municipal Court (MMC) is currently using a combination of applications to manage case information, the primary application is being hosted on a mainframe that is out of the vendor-supported maintenance period.

Mesa worked with the Administrative Office of the Courts (AOC) with the intent of implementing the AJACS solution; however, the dissolution of the AJACS vendor's development and support of the product, and the risk that the AJACS solution will not be ready for production use by July 1, 2015 (Mesa's deadline for mainframe support) is too high for Mesa to consider AJACS as a replacement at this time.

Mesa would like to implement Themis, the solution developed and in production at the City of Tempe. The system provides all the immediate requirements and can be implemented within the requisite timeframe. Mesa Court and Mesa ITD have an excellent working relationship and would continue automating Court business processesdue to having control over the application code and configuration.

Finally, cost savings would be significant, as all development costs would be in-house and therefore covered in the general budget.

Automation of Court processes with Themis will deliver the two key criteria for a successful case management system implementation at Mesa: providing the same or more automation than Mesa's current system provides and implementing within the timeframe required based on the mainframe retirement.

B. Existing Situation and Problem, "As Is"

Explain the current business and technology processes and issues being addressed, and their weaknesses. Provide specific information about current staffing and procedures that negatively affect the processes. Identify specific hardware, software, and network inadequacies. If requesting an exception to standards, also specify the advantages of the new standard in comparison to the inadequacies of the current standard.

Mesa Municipal Court (MMC) is currently using a combination of applications to manage case information. These include ACIST, an in-house developed application run on a mainframe. This solution was initially implemented in September 1992 and has been continually enhanced over the last 22 years.

The mainframe platform on which this solution is based has been out of support by IBM for over 2 years. IBM has allowed the City to purchase support at a premium cost of $800,000 per year. The mainframe is now beginning to experience issues that could severely limit the Court's ability to manage and process cases. With the system being outdated, it is unlikely that the mainframe's operating system and/or the ACIST application could be completely recovered in the event of a systemic disaster regardless of whether IBM support were involved or not. This makes it imperative that the Court find and implement a replacement system as quickly as possible.

Mesa has worked with the Administrative Office of the Courts (AOC) since May 2011 with the intent of implementing the AJACS solution, which has been designated as the replacement for the current state standard, AZTEC. With the dissolution of the AJACS vendor's development and support of the product, the AOC will be completing development of and will take on support of the AJACS solution. However, the risk that the AJACS solution will not be ready for production use by July 1, 2015 (Mesa's deadline for mainframe support) is too high for Mesa to consider as a replacement at this time.

C. Proposed Changes and Objectives, "To Be"

Explain the new technology processes to be implemented with respect to customer service, productivity, quality, performance, and technology. Describe how the new system will address current problems and how it will impact the organization's policies, procedures, standards, staffing, costs, and funding. Also, describe the functional elements of the new system and how court personnel will use them.

If a new system is required to meet certain standards, provide detailed information or attach copies of the documents. Describe the impact of the new system on help desk functions, operations, disk storage, computer processing, network, testing environment, other projects, and other customer services.

Themis is a case management system that has been in production use in Tempe for five years. It has been determined that Themis, factoring in interfaces, requires little additional development in order to be used in production in the Mesa Court on or before the July 1, 2015 deadline.

As Themis was originally a joint effort between the AOC and Tempe and was initially intended to be the state standard, it adheres to all current technical standards set by the AOC. Because Mesa and Tempe are both municipal courts there will be only slight changes necessary to policies and procedures in order for Mesa staff to use Themis.

The Themis code and database have been provided to Mesa by Tempe at no cost through a Memorandum of Understanding. The only direct cost for implementing the solution is the purchase of a development tool, Visible Developer, used in the original Themis development, at the cost of approximately $7,000.

The City of Mesa has multiple layers of redundancy in place in preparation for implementing THEMIS into production. At a networking level, the City of Mesa has two 200MB ISP connections providing access to the internet. These connections are from two separate providers, at two different locations so as not to have both connections terminated in the same building. Both ISP connections are GB capable, meaning that if bandwidth utilization increases drastically the connection to the Internet can increase up to 1GB. These two connections are load balanced via BGP and will failover in the case of an outage automatically.

The backend database for THEMIS will reside in Mesa's SQL enterprise cluster, which is redundant at the application level. This cluster sits on top of a SAN solution that has an active/active configuration, where the data is replicated real-time to another physical set of disks. In addition to the standard disk to disk to tape backup configuration there is also another physical SQL server with local storage that is used as a disaster recovery (DR) SQL server which THEMIS would participate on.

The current EDMS solution, FileNet, will be integrated with Themis. An identical integration has been in place for several years with the current system and currently serves the Court's paperless environment. This environment, like the SQL environment, is fully redundant as well, operating in a clustered environment, taking advantage of the same redundant SAN disks for storage of FileNet data.

The City of Mesa employs multiple monitoring applications. For networking the primary tool is Spectrum; for database, Zabbix is leveraged. This monitoring would continue with the THEMIS application. Notification is sent via email, text alerts and automated phone messages through an application called Attention. In addition, there is a hosted solution called SendWordNow in case the internal notification is not available. Protocols are in place to monitor applications and contact staff 24x7 as needed.

D. Quantified Justification

Describe, to the extent they exist, the quantitative benefits that may be gained by completing the project, along with the increased value being brought to the court, stakeholders, and court users.

The benefits to the Court are significant both financially and operationally. The financial benefit comes from re-establishing through Themis, an excellent replacement to ACIST, the court's in-house legacy system. The full capability of ACIST, which was enhanced over a 22 year period, can be duplicated in Themis. The Themis code structure is one that can be fully supported and continuously modified by the Mesa IT Dept. This produces cost savings through in-house development, will support the court's aggressive automation efforts, and can be readily adapted to serve stakeholders and court users, such as attorney needs, prosecutor interfaces, and ongoing expansion of public access.

The single highest quantifiable justification for implementing Themis in Mesa is the savings of the $800,000 licensing/support cost of the mainframe currently in use. Mesa has paid this premium for the past two years and cannot in good conscience pay it for another year. Additionally, and more importantly, if a major issue were to arise on the mainframe, the vendor most likely could not resolve it and the Court could lose valuable data and the ability to process cases.

Ongoing support and development costs will be minimalized as a result of Mesa's internal support capability. The long history and experience between Mesa ITD and the Court has proven to be financially efficient in support of the Court's automation demands. Alternatively, the costs associated with vendor maintenance and development of, or costs associated with the AOC's need to contract for, specialized development required by the Mesa Court would be a significant financial burden.

The other measurable justification would be in terms of timeline rather than financial. Mesa's research has determined that Themis is the only solution that can both meet the Court's functional requirements and be implemented within the necessary timeframe. The internal development of ongoing enhancements would be realized more quickly as well. Mesa ITD's technical assistance through the final development and testing of

Themis will provide Mesa with the in depth knowledge of the code and database structure to easily and quickly develop future enhancements.

Section II. Project Approach

A. Proposed Technology

Describe hardware, software, and communications. Describe the strengths and weaknesses of the proposed solution. Describe software modules to be developed and any maintenance required. Describe the processing impact on the current environment and any enhancement or improvements that may be necessary in the future. Include any terms or conditions required by the vendor for the new technology. Describe any converting or migrating of information and the overall method, timing and costs.

The hardware and software Mesa initially purchased for the AJACS project can easily be repurposed for the necessary Themis environments. This includes servers, storage, and SQL and MQ licensing. In fact, Themis requires fewer resources than AJACS would have, allowing additional testing and development environments to be utilized and parallel work to be conducted without interference between areas.

The initial phase of implementation will require only minor modifications (mainly to interfaces) and the conversion of data from the current system to Themis. Much of the pre-conversion work such as data cleanup and determination of criteria for conversion was completed during Mesa's involvement in the AJACS project and remains applicable to this conversion effort.

B. Other Alternatives Considered

Describe other solutions that were evaluated and explain why they were rejected. Include their strengths and weaknesses. "Do nothing" is an alternative. Evaluating all other viable alternatives is evidence of objectivity and proof the best alternative was selected. If no other alternative besides "Do Nothing" is cited, an explanation may be required.

"Do nothing" is not an alternative considered by Mesa due to the high risk attached to the current mainframe platform. Mesa evaluated three possible solutions: AJACS, Themis and two COTS (Commercial off the Shelf) solutions. The solutions were reviewed based on criteria in the following areas:

- Functional Requirements;
- Infrastructure;
- Post-Implementation Support;
- Estimated Go Live;
- Estimated Cost; and
- Risk.

The COTS solutions fell below in meeting functional and technical requirements and support hours required. They would also require a substantial financial investment in licensing, services and ongoing support. AJACS would meet the functional and technical requirements but not the deadline of July 1, 2015; the support structure for self-hosted AJACS courts is unknown at this time and could not be evaluated.

Reference: Attachment A "Court Management System Software Review"

C. Major Deliverables and Outcomes

Describe what your court, internal and external customers, and the citizens of Arizona will receive as a result of the project. Describe critical factors and criteria you will use to determine project success. Deliverables include the system hardware and software, application features and functions, system enhancements that improve productivity, new or improved services provided to stakeholders.

Themis will provide the Court with its current high level of automation as well as the ability to utilize new technology to continue streamlining Court processes to higher levels of efficiency. Mesa Municipal Court and Mesa ITD have a long history of working together to innovate the Court's processes and would be able to continue this partnership without the need to wait for vendor or other third party support. Citizens of Arizona needing to interface with the Court will be able to do so remotely via the internet or phone interfaces and have their (in court) time minimized as a result of the efficiencies.

The critical factors for this project are to ensure that the solution implemented provides, at a minimum, the current functionality and is implemented on or before the July 1, 2015 deadline. These factors are also the criteria for success.

Hardware: All necessary hardware is in place, installed in response to prior demands.

Software: Themis (CMS) is installed as well as supporting software.

Application Features and Functions:

1. Fully developed code set with documentation and procedures.
2. Simplified data entry sequences.
3. Minimized data entry requirements.
4. Linear, logical, and "intuitive" progressions for case entry.
5. Automated search capability and associated information.
6. Automated system executed processes – for warrants, scheduled events, notices etc.
7. Functional interfaces, such as with Prosecutor and Police.
8. A full schedule of integrated web services permitting a wide range of public access services to be developed.

D. Project Dependencies

List projects currently underway or being planned that have business deliverables on which your project depends. Provide the project name, project manager name and business deliverable being depended on.

There are no dependencies.

List projects currently underway or being planned that depend on business deliverables being provided as part of your project.

Name of Business Deliverable	Project Name	Project Manager
Retirement of mainframe application	Mainframe Retirement	Lester Godsey

E. Project Development Timeline

Provide the estimated schedule for the development of this project. These dates are estimates only. If the project is approved, COT monitoring staff will review the project plan and may ask for additional information or updates.

The high level project plan is shown below:

Task	% Complete	Start	Finish
INITIATION	100%	8/5/2014	8/19/2014
PLANNING - DAY 1		8/19/2014	11/13/2014

ENVIRONMENT PLANNING	100%	8/19/2014	8/20/2014
INITIAL GAP ANALYSIS	65%	9/2/2014	10/14/2014
REQUIREMENTS DEFINITION DAY 1 ITEMS		10/16/2014	11/13/2014
CONVERSION DESIGN		10/16/2014	11/4/2014
MAINFRAME CLOSEOUT PLANNING		11/4/2014	11/11/2014
EXECUTION - DAY 1		8/12/2014	6/18/2015
ENVIRONMENT SETUP	100%	8/12/2014	8/28/2014
DEVELOPMENT & UNIT TESTING		11/13/2014	1/12/2015
CONFIGURATION		11/13/2014	2/9/2015
USER TESTING		2/9/2015	4/21/2015
DAY 1 MOVE TO PRODUCTION		4/21/2015	6/18/2015
TRAINING		4/21/2015	5/28/2015
DAY 1 GO LIVE		6/9/2015	6/10/2015

Section III. Policies, Standards, & Procedures

INSTRUCTIONS

Answer YES or NO to the following questions in regard to current Policies, Standards & Procedures. By selecting YES on any of the questions, the court is agreeing to the statement and can provide specific details if requested. If selecting NO, the court understands additional justification may be required.

A. Enterprise Architecture

☒ **Yes** ☐**No -** Does this project meet all standards and protocols for technology solutions, as defined in Judicial Branch Enterprise Architecture published at http://www.azcourts.gov/cot/EnterpriseArchitectureStandards.aspx?

If **NO** please describe ***NEW*** or ***EXCEPTIONS*** to standards or protocols needed.

B. Disaster Recovery Plan/Business Continuity Plan

☒ **Yes** ☐**No -** Does this project require a Disaster Recovery Plan and Business Continuity Plan? (See section 1C)

C. Project Operations

☐ **Yes** ☒**No -** Is there a written assessment of short-term and long-term effects the project will have on operations?

D. Judicial Strategic Plan Objectives

Please check which goal the project is in support of; if more than one, indicate only the primary goal.

☐ Strengthening the Administration of Justice
☐ Maintaining a Professional Workforce
☒ Improving Operational Efficiencies
☐ Improving Communications

☐ Protecting Children, Families, and Communities
☐ Improving the Legal Profession

Section IV. Roles and Responsibilities

Provide the names, job titles and responsibilities of key personnel involved in the project. These should include the Project Sponsor and Project Managers (Technical Project Manager, Business Project Manager). If a steering committee will oversee the project, include roles or titles of members and meeting frequency.

Executive/Steering Committee

Matias Tafoya, Mesa Municipal Court Presiding Judge
Paul Thomas, Court Administrator
Diane Gardner, Chief Information Officer
Lester Godsey, IT Manager

Subject Matter Experts

Leonard Montanaro, Deputy Court Administrator	Court Finances, Customer Service
Janie Moreno, Deputy Court Administrator	Court Services, Case Management
Albert Lemke, Deputy Court Administrator	Collections, Pre-Trial Programs, Automation Oversight
Dyan Carney, Court Supervisor	Court Calendaring, Courtroom Support, Appeals, Warrants
Nancy Bushaw, Court Supervisor	Court Calendaring, Courtroom Support, Appeals, Warrants
Edna Ramon, Court Supervisor	Civil Traffic, Cash Receipting, Web Services
Gloria Holland, Court Supervisor	Civil Traffic, Cash Receipting, Web Services
Gina Sanchez, Court Supervisor	Jail Court Services, Pre-Trial Release
Karen Komada, Court Supervisor	Collections, Tax Intercept, Payment Plans
Xiomara Tenreiro, Court Supervisor	Interpreter Services

IT Staff

Lester Godsey, IT Manager	Technical Supervisor
Lauren Lupica, IT Project Mgr III	Project Management
Connie Williams, IT Engineer III	Technical Lead/Conversion
Greg Stoner, IT Engineer III	Analyst
Paul Poledna, IT Engineer III	FileNet Analyst
Lanny Wagner, IT Engineer II	FileNet Analyst
John Diamond, IT Engineer III	Conversion, Interfaces
Michael Kniskern, IT Engineer II	Interface Analyst
Amy Davis, IT Engineer II	Web/IVR Analyst
Christine Chu, IT Engineer II	Reports/Export Interfaces Analyst
Julie Darling, IT Engineer III	Interface Analyst
Joe Hansen, IT System Architect	Middleware/DB Svcs
Ronald Williams, IT Engineer II	DBA/Conversion
Anthony Ross, IT Engineer I	Desktop Support
John Perry, IT Engineer III	Server
Hoan Vu, IT Engineer II	Server
Ihaab Dais, IT Engineer I	Security
Jeremy Montoya, IT Engineer II	Network Support

Section V. Public Value and Benefits

A. Value to the Public

INSTRUCTIONS

Evaluate the impact the project will have on state and local citizens and Judicial Branch customers and clients. Note the sum of measurable benefits, including a description and method of calculation.

Score: **0=None, 1=Minor, 2=Moderate, 3=Considerable, 4=Substantial, 5=Extensive.**

Detail Description of Project Benefits: VALUE TO THE PUBLIC	*Score*
Client Satisfaction: Describe how stakeholders will likely respond to the anticipated changes or improvements. Staff will be provided with a more efficient and more easily navigated system.	4
Customer Service: Describe anticipated improvements to internal or external service delivery including faster response time, increased access to information, reduction in client in-person visits, etc. Themis will provide faster response times, better access to data and more capabilities for the public to address their case remotely (via internet or phone).	5
Life/Safety Functions: Describe how the project will reduce risk in functions related to public protection, health, environment, and safety. The faster service reduces public frustration.	2
Public Service Functions: Describe how project enhances licensing, maintenance, or payments to public entities. Collection and distribution of State surcharges will be more efficient.	4
Legal Requirements: Cite the federal or state mandate and/or describe any interfaces with federal, state, or local entities. Interfaces include MVD, AOC, Mesa PD and Finance.	4
Other: List any other valuable benefit to the public. The ability to aggressively employ automated processes at the least cost reduces budget impact and therefore cost to the public.	5
TOTAL	24

FINANCIAL AND INTANGIBLE BENEFITS DESCRIPTION
The financial benefit derives from the technical support relationship between the Mesa Municipal Court and Mesa IT Dept. The Mesa IT Dept. is a fully resourced department with skilled staff in all areas of automation support. There is a 22 year history of continuous development of the Court's CMS and aggressive automation projects advancing the Court's level of automation, and the City's progressive automation efforts. The implementation of Themis provides the basis for maintaining this relationship that remains critical to the Court's continued technical advancement. This situation operates to support projects and development through in-house resources. This allows application of only those resources directly needed by a project, and eliminates all indirect cost, such as contracted resources or expensive vendor based costs. This relationship also allows for significant project efficiencies through a strong team approach with all in-house resources. The intangible benefits derive from a history of project success between Court staff and IT staff. Project planning, coordination, communication, and a history of working together contribute to very strong project teams. These integrated efforts have produced a high level of IT staff knowledge of Court business processes, as well as Court staff knowledge of technology. This cross-knowledge is a great advantage in successfully launching new automation initiatives.

B. Benefits to the State and Local Judiciary

INSTRUCTIONS

Describe the economic impact the project may have on your court, the State or the public. Improved performance can produce either monetary savings or increased revenues. Cost avoidance activities may be noted in both value to the public and benefits to the state. Labor savings may be included if they represent a reduction in force, or avoidance of new hires. Note the sum of measurable economic benefits, including a description and method of calculation.

***Score:* 0=None, 1=Minor, 2=Moderate, 3=Considerable, 4=Substantial, 5=Extensive.**

Factors to Include	*Score*	*$*
Court Performance: The extent to which duties and processes will improve or positively affect business functions. Consider reduced redundancy and improved consistency for the court. Business processes will improve, redundancy reduced and consistency maintained as a result of the ability to have the Court's automation and business process changes fully supported through the technical resources of the Mesa IT Department. The Mesa Municipal Court aggressively pursues automation of business processes. Recent projects have included: elimination of paper case files, expansion of web-services for public business with the Court, auto-dialer systems, etc. Cost Savings calculated on the basis of 4 staff positions fully benefited @ 65,000.00 each. Due to reduction in force staff losses in the Court's –Court Services Division, expansion of automated business process, such as EDMS, auto-dialer, etc. has maintained business efficiency despite staff losses. The Court's automated processes replaced manual processes and eliminated staff needs. This calculation is demonstrative, and not necessarily predictive of savings.	5	$260,000
Productivity Increase: The improvements in quantity or timeliness of services or deliverables. Consider improved turnaround time or expanded capacity of key processes. The use of Themis as the Court's CMS permits local support through the Mesa IT Department. The long history of large and ambitious automation projects between the Court and Mesa IT is an established framework for very cost effective delivery of automation. The Court's ability to employ automation is dependent upon the ability to cost effectively resource projects. The fully integrated effort of the Court and IT Department allows the Court to constantly examine and consider new automation efforts. This regularly delivers new efficiencies and increased productivity through the cost effectiveness of local resources. This would not be possible through use of third party, contracted, or vendor based resources. A duplication of this level of automation support through a purchased or vendor based system would be cost prohibitive. A purchased or vendor developed system typically can cost several million, and over $100,000. per/year in maintenance and licensing.	5	N/A
Operational Efficiency: Rating may be based on improved use of resources, greater flexibility in court responses to stakeholder requests, reduction or elimination of paperwork, legacy systems, or manual tasks. Operational efficiency will be improved as a result the use of resources as indicated in Productivity Increase. Flexibility in response to stakeholder requests or needs is maximized since the platform of dedicated local resources is immediately available, and can be engaged timely in response to requests and needs. Use of Themis allows for complete local control and use of the appropriate skilled resources needed by automation demands. Significant successes have been achieved on this basis, recent examples would be: elimination of paper case files—converting to electronic documents thereby reducing manual tasks. Themis' consistency with	5	N/A

the court's legacy system offers the ability to easily convert data, train staff and identify new projects. Cost savings are produced by the ability to immediately initiate automation projects, availability of resources specifically needed, and projects being accomplished in the minimal amount of time.		
Accomplishment Probability: The extent to which this project is expected to have a high level of success in completing all requirements for the division or court. Primary support for this project is provided by the Mesa IT Department. Their technical assessment of Themis, and their prior experience and knowledge of this system as a result of staff and technical assistance that was provided in the development of Themis, offers a high level of confidence in the successful implementation of Themis. The Mesa Municipal Court has extensive knowledge of the functional requirements needed for many fully automated processes. The long history of automating processes in the Court's legacy system, development of documented functional requirements in 2007 with the National Center of State Courts, and recent intensive efforts associated with the Court's participation in the AJACS project, offers a very high degree of probability of success in the identification, documentation and development of functional requirements. The only risk would be unknowns at this time.	4	N/A
Functional Integration: The impact the project will have in eliminating redundancy or improve consistency. Consider the impact of information sharing between departments or divisions, or between agencies in the State. Functional integration will be at a high level. Mesa Municipal Court currently maintains interfaces with the Court's behavioral health vendor, collection agencies, MVD, E-citation filings with the Mesa Police Department, Mesa City Finance Department, and Mesa Prosecutor's Office. These interfaces are critical to everyday operations and will be duplicated in Themis. Some risk is associated with the technical ability or issues that could arise with vendors' or agencies' ability to adapt to Themis.	4	n/a
Technology Sensitive: The implementation of the right types of technology to meet clear and defined goals and to support key functions. Consider technologies and systems already proven within the court, division, or other similar organizations. The use of Themis is a proven system having been developed specifically for the functionality needed in the Tempe Municipal Court. Consequently, it is ideally suited for the needs of the Mesa Municipal Court. The Mesa Municipal Court and Mesa IT assisted in the final development and testing stages of Themis in 2009. Mesa evaluations of Themis at that time indicated a strong suitability for use in Mesa. The daily use of Themis in Tempe Municipal Court since 2009, and subsequent enhancements offer a very high assurance of its use and suitability in Mesa.	5	Several million dollars to purchase or develop a system, plus yearly vendor related maintenance costs, typically at least $100,000.00 per/year.
Other: List any other applicable benefit.		
TOTAL	28	$260,000

FINANCIAL AND INTANGIBLE BENEFITS DESCRIPTION

Section VI. Project Financials

Development and Operating Cost INSTRUCTIONS

Development Costs are the sum of all start up expenditures. Operating Costs are the sum of all ongoing expenditures after initial startup. A detail listing of the kinds of costs to be included can be found in the ***Statewide Standard P-340 S-340, Cost Factors Table****. This document is available on the GITA web site at* www.azgita.gov/policies_standards/.

Lease/Purchase is a development cost since leasing is a financing mechanism to enable procurement. Upgrades or software license increases may be included in these costs.

For exceptions to standards, an analysis of implementing both the standard and the proposed exception solution should be included.

ALL COSTS MUST BE SUBSTANTIATED IN APPENDIX A. ITEMIZED LIST WITH COSTS.

1. *Professional and Outside Consultants Cost*

   The dollars expended for all third-party consultants and contractors, such as project leaders, operations or technical support, communications, and LAN administrators. In Appendix A, include the billing rate, number of hours, and the tasks to be performed.

2. *Hardware*

   All costs related to computer hardware and peripherals used on a project, including mainframes, midrange, micro- and mini-processors, laptops, hand-held devices, and peripheral devices such as disk drives and printers.

3. *Software*

   All costs related to applications and systems related software for the project.

4. *Communications*

   All costs related to analog and digital networks, communication processors, software, frame relays, phone switches, cabling, wiring, LAN/WAN, and other items associated with communications.

5. *Facilities*

   All costs related to improvements or expansions of existing facilities required to support this project, as well as rentals, leases or purchase of new IT facilities.

6. *Licensing and Maintenance Fees*

   All licensing and maintenance fees that might apply to hardware, software and any other products included as up-front costs in this project (ongoing costs are considered operational not development).

7. *Other*

   Other IT costs not included above, such as documentation, manuals, travel, training and living expenses.

Training costs should be included if expenditures are specifically incurred for this project. If there is an in-house training department and the cost of the training is absorbed, no costs should be reported. Travel costs should be the amount of expenditures and not the value of automobiles, trucks, or other goods.

***NOTE**: FTE costs may be included in section C. below, as required.*

A. Development and Operational Project Funding Details

(Double click on table below – add funding in **whole dollars** and then click outside the table to return to Word doc)

DEVELOPMENT COSTS						
Category	*FY14-15*	*FY15-16*	*FY16-17*	*FY17-18*	*FY19-20*	*Total*
Professional & Outside Services						$ -
Hardware						$ -
Software	$ 7,000					$ 7,000
Communications						$ -
Facilities						$ -
License & Maintenance Fees						$ -
Other						$ -
Total Development Costs	$ 7,000	$ -	$ -	$ -	$ -	$ 7,000

Enter Total Development Cost (above) in Project Values table on Approvals page.

OPERATIONAL COSTS						
Category	*FY14-15*	*FY15-16*	*FY16-17*	*FY17-18*	*FY19-20*	*Total*
Professional & Outside Services						$ -
Hardware						$ -
Software						$ -
Communications						$ -
Facilities						$ -
License & Maintenance Fees	$ 800,000					$ 800,000
Other						$ -
Total Operational Costs	$ 800,000	$ -	$ -	$ -	$ -	$ 800,000

Enter Total Project Cost (below) in Project Values table on Approvals page.

	FY14-15	*FY15-16*	*FY16-17*	*FY17-18*	*FY19-20*	*Total**
TOTAL PROJECT COSTS *(Includes development and operational costs)	$ 807,000	$ -	$ -	$ -	$ -	$ 807,000

B. Funding Source

Funding Source INSTRUCTIONS

Identify all funding sources such as city/county General Fund, State/Local Judicial Collections Enhancement Funds, Document Storage and Retrieval Funds, Federal matching funds and block grants, and any other funds that may apply to this project. Add total project dollars by development and operational budget to the columns for "Currently Available" and "New Appropriations Request" by Funding Source category. If you have requested new additional appropriations, or additional spending authority, use the "New Appropriations Request" column.

*(Double click on table below – add funding in **whole dollars** and then click outside the table to return to Word doc)*

Funding Source Category	Name of Funding Source	Currently Available ($)		New Appropriations Request ($)		Total ($)
		Development Budget	Operational Budget	Development Budget	Operational Budget	
Local General Fund			$ 800,000			$ 800,000
State JCEF						$ -
Other Local Fund	Local JCEF	$ 7,000				$ 7,000
Federal Funds						$ -
Other Non Appropriated Funds						$ -
TOTAL PROJECT COSTS Totals should = development and operational totals above		$ 7,000	$ 800,000	$ -	$ -	$ 807,000

C. Full Time Employee (FTE) Project Hours

Provide estimated FTE Development hours that will be utilized for the duration of the project. Include IT as well as Business Unit FTE hours, if available. Enter into Project Values table on Approvals page. Enter FTE costs (if known) as well.

Total Full Time Employee Hours	8.5 FTE x 10 mos (1600 hours) = 13,600
Total Full Time Employee Cost	$923,000

Section VII. Risk Assessment

INSTRUCTIONS

Rate each question to determine risk level at Low (0), Medium (1), High (2), Very High (3).

Enter Total Risk Score into Project Values table on Approvals page.

RISK EVALUATION RANGES

LOW RISK PROJECT	0 - 8
MEDIUM RISK PROJECT	9 - 25
HIGH RISK PROJECT	26 - 42
VERY HIGH RISK PROJECT	43 +

Add Project Risk Details (if required)

JPIJ Project Classification & Risk Evaluation					
Risk Factor	**Low (0)**	**Medium (1)**	**High (2)**	**Very High (3)**	**Score**
Project Management Complexity					
Project Team Size (# of people)	1-5	6-10	11-15	> 15	2
Project Manager (PM) Experience	Deep experience in this type of project	Some experience in this type of project and able to leverage subject matter experts	Some experience in this type of project and has limited support from subject matter experts	New to this type of project	0
Team Member Availability	Dedicated staff for project activities only as assigned	Staff n place, few interrupts for non project tasks are expected and have been accounted for	Available, some turnover expected, some interrupts for non project issues likely	Dedicated team not available; staff will be assigned based on capacity	0
# of Entities Involved in Development Activity	1	2	3	> 3	0
Vendor (if used)	No Vendor required	Vendor has been used previously with success	Vendor has been used previously with some management support required	New Vendor and/or multiple vendors	0
Project Schedule	Schedule is flexible	Schedule can handle minor variations, but deadlines are somewhat firm	Scope or budget can handle minor variations, but deadlines are firm	Scope, Budget and Deadlines are fixed and cannot be changed	2
Project Scope	Scope is defined and approved	Scope is defined and pending approval	Scope being defined	High level definition only at this point	0
Budget Constraints	Funds allocated	Funds pending approval	Allocation of funds in doubt or subject to change without notice	No funding allocated	0
Project Methodology	Defined methodology	Defined methodology, no templates	High level methodology framework only	No formal methodology	0
IT Solution Complexity					
Product Maturity (if purchased)	Product implemented & working in > 1 gov't agency or business of similar size	Product implemented & working in 1 agency or business of similar size	Product implemented & working only in an agency or business of smaller size	Product not implemented in any agency or business	0
Solution Dependencies	No dependencies or interrelated projects	Some minor dependencies or interrelated projects but considered low risk	Some major dependencies or interrelated projects but considered medium risk	Major high-risk dependencies or interrelated projects	0
System Interface Profile	No other system interfaces	1-2 required interfaces	3-4 required interfaces	> 4 required interfaces	2
IT Architectural Impact	Follows COT-approved design; principles, practice & standards	New to the court but follows established industry standards	Evolving "industry standard"	No standards, leading edge technology	0
Deployment Impact					
Process Impact	No business process changes	Agency wide process changes	Multi-State Agency process changes	State-wide process changes	1
Scope of End User Impact	Department or Division level only	Multiple Dept. or Court-wide impacts	Multi-Court impacts	Statewide impacts	0
Training Impact	No training is required	Minimal training is required	Considerable training is required	Extensive training is required	1
				Total Risk Score	**8**

Section VIII. Project Approvals

Management Review Checklist

Key Management Information	Yes	No
1. Is this project for a mission critical application system?	X	
2. Is this project referenced in your court's/county's IT Strategic plan?		X
3. Is this project consistent with COT policies, standards and procedures?	X	
4. Is this project in compliance with the Arizona Revised Statutes and court rules?	X	
6. Is this project mandated by law, court case or rule? If yes, cite the federal requirement, ARS Reference, Court Rule or Case. Administrative Order 2001-8	X	

Project Values

The following table contains summary information taken from the other sections of the JPIJ document.

Description	Section	Significance
Value Rating	V. A. Value to the Public	24
Economic Benefits	V. B. Benefits to the State and Local Judiciary	Score: 28 $260,000
Total Development Cost	VI. A. Development Costs	$7,000
Total Project Cost	VI. A. Total Project Costs	$7,000
FTE Hours	VI.C FTE Project Hours	13,600
Project Risk Factors	VII. Risk Assessment Score (Maximum 48)	8

Formal Project Approvals

The JPIJ must be transmitted to AOC/COT by email. The project approvals block may be sent via mail or FAX. Please include the Project Title for identification.

Project Title:

Responsibility	*Approval Signature and Title*	*Date*
Presiding Judge*:*	Full Name	
Clerk of Court:	Full Name	
Project Manager	Full Name	
Project Sponsor or Other	Full Name and Title	

Appendices

A. Itemized List with Costs

Attach a detailed list of expenditures including unit costs and extensions. Ensure the total agrees with the TOTAL column on tables labeled "Development Costs" and "Operating Costs." This list should contain all items associated with the total project investment, including hardware purchase costs, software purchase costs, software licensing costs, professional and outside services costs, consulting costs, communication costs, facilities costs such as cabling or wiring, training costs, travel costs, and all other costs.

See Attachment B

B. Connectivity Diagram

Attach a high-level schematic drawing, indicating major hardware components. If your project is an expansion of existing facilities, clearly indicate existing and new components. A hand-drafted drawing is acceptable.

See Attachment C

C. Project Schedule -- Gantt Chart, Project Management Timeline

Include a computer-generated Gantt Chart or a textual list of major project phases and milestones. Include the estimated time of completion for each milestone, and the total elapsed time for the entire project. Do not include a detailed list. If a vendor is involved, insure the plan is consistent with the vendor's proposed schedule. This Gantt Chart will be used as the basis for project oversight.

See Attachment D

Glossary

If special terminology and acronyms are used, consider including a glossary of terms.

Document Information

Title:	Judicial Project Investment Justification Version 2.0
Originator:	Arizona Supreme Court, May 2004
Date:	Revised November 5, 2010
Download:	http://www.azcourts.gov/cot/Documents.aspx
Contact:	Alicia Moffatt, 602-452-3791, email: amoffatt@courts.az.gov

Mesa Municipal Court CMS Replacement Project - JPIJ Attachment A

Summary Report of

Court Management System Software Review

Performed by Mesa Information Technology Department (ITD)

for Mesa Municipal Court (MMC)

August 20, 2014

1.0 BACKGROUND

Mesa Municipal Court (MMC) worked with the Administrative Office of the Courts (AOC) for several years to implement the Arizona Judicial Automated Case System (AJACS), a case management software system offered by the vendor, American Cadastre (AMCAD). Implementation of AJACS in a production environment had been delayed several times due to the vendor missing deadlines for providing full functionality. This caused considerable concern for both MMC and Mesa ITD regarding MMC's current system, ACIST, which is running on a mainframe system for which support was retired by IBM in 2011. IBM allowed Mesa to extend support through FY2015 (at a premium cost).

On June 24, 2014, AMCAD announced it would no longer develop or support AJACS. The AOC hired several developers that had been laid off from AMCAD and announced their intention to complete the development of AJACS for both General Jurisdiction (GJ) and Limited Jurisdiction (LJ) courts.

At this time, MMC and Mesa ITD agreed that it would be prudent to perform due diligence regarding alternative options for a case management system. This report is a summary of the research performed by Mesa ITD.

2.0 EXECUTIVE SUMMARY

The research of case management system (CMS) solutions included:

- The AJACS solution begun by AMCAD and to be completed by the AOC;
- Themis, a solution developed by the City of Tempe and in production there for the past five years; and
- Two COTS (Commercial Off The Shelf) solutions – JusticeWare by New Dawn and Incode by Tyler.

The solutions were reviewed based on criteria in the following areas:

- Functional Requirements;
- Infrastructure;
- Post-Implementation Support;
- Estimated Go Live;
- Estimated Cost; and
- Risk.

The scoring associated with this effort places equal weight on all categories reviewed in order to ensure that MMC is provided with a system that meets or exceeds the current functionality provided by ACIST. However, the Estimated Go Live date is actually of primary importance due to the requirement to retire Mesa's mainframe by June 30, 2015.

The tables below illustrated the summary scores in both raw and rating format. How the raw scores were calculated is explained in subsequent sections of this document. The rankings are an ordering of each category from the highest raw score (4) to lowest raw score (1).

Scoring

Application	Vendor/ Owner	% Functional Req's Met	% Infrastructure Req's Met	Support Structure Rating	Estimated Go Live	Estimated Cost	Risk Rating (highest risk=5)
AJACS	AOC	65%	67%	33%	3/1/2016	$0	4.7
Themis	Mesa	92%	85%	100%	5/1/2015	$6,870	1.8
JusticeWare	New Dawn	93%	96%	0%	3/1/2015	$646,000	1.9
Incode	Tyler	90%	89%	83%	3/1/2015	$1,295,854	1.9

Ranking (4 being the best rank)

Application	Vendor/ Owner	% Functional Req's Met	% Infrastructure Req's Met	Support Structure Rating	Estimated Go Live	Estimated Cost	Risk Rating	Overall (Averaged) Rank
AJACS	AOC	1	1	2	1	4	1	2
Themis	Mesa	3	2	4	2	3	4	3
JusticeWare	New Dawn	4	4	1	4	2	3	3
Incode	Tyler	2	3	4	4	1	3	3

The rankings show that while Themis, JusticeWare and Incode share the best overall average ranking, Incode falls well behind in the criteria for meeting requirements and JusticeWare in both support and estimated cost. AJACS places last in the overall ranking, due in large part to the estimated go live and the *current* inability to meet the requirements (in the detail provided with this report all options were scored based on current *or* future functionality, with an additional point given for current).

After reviewing the data, Mesa ITD recommends that Themis be the solution implemented for Mesa Municipal Court. This recommendation is based on the following:

- The ability to implement the solution within the June 30, 2015 deadline;
- The proven ability of the solution to meet the needs of a large volume LJ Court such as MMC;
- The unlimited ability to maintain and/or update the solution as needed internally; and
- The low cost of implementation and ongoing support.

3.0 Options Reviewed and Scoring Methodology

As noted in the Executive Summary, four solutions were researched: two COTS solutions (New Dawn's JusticeWare and Tyler's Incode), an "in-house" developed system (Themis, from the City of Tempe), and AJACS, a custom development effort first by AMCAD and currently being completed by the AOC.

A Request For Information (RFI) was developed by the ITD Judicial Services team and the project's project manager. Both New Dawn and Tyler completed and returned the RFI within the timeframe requested and it was from these responses that the scores for the two solutions were assigned.

Upon request, Tempe provided the database, code and development documentation for their Themis product. This was installed in Mesa's standard environment and the client provided to the ITD Judicial Services team members, project manager and MMC Deputy Court Administrators and supervisors. Reviews of the user interface, underlying code and documentation were conducted and the results used to assign the scores for the Themis solution.

All Mesa project team members – both ITD and MMC – are familiar with the requirements and design documents associated with the AJACS solution. There has been limited ability to actually work in the application due to issues yet to be resolved which prevent completing key processes related to case management. The code for the AJACS product was not available to Mesa IT resources for review. Upon request, the AOC provided responses to questions concerning how the AOC will support and maintain the solution. The scores for the AJACS solution were based upon the collective knowledge of the Mesa project team regarding AJACS' functionality and the responses from the AOC.

4.0 Requirements

The following tables show a summary of the functional, interface and infrastructure components of each solution as they compare to Mesa's requirements.

		Functionality		Interfaces		Total Functional		
Application	Vendor/ Owner	Raw Score	Max Score	Raw Score	Max Score	Raw Score	Max Score	%
AJACS	AOC	132	186	13	36	145	222	65%
Themis	Tempe/Mesa	178	186	27	36	205	222	92%
JusticeWare	New Dawn	185	186	21	36	206	222	93%
Incode	Tyler	164	186	36	36	200	222	90%

		Infrastructure		
Application	**Vendor/ Owner**	Raw Score	Max Score	%
AJACS	AOC	31	46	67%
Themis	Tempe/Mesa	39	46	85%
JusticeWare	New Dawn	44	46	96%
Incode	Tyler	41	46	89%

Functionality and Interfaces were combined to provide the Total Functional score, as both of these directly address overall functionality required by the Court. The full details of these scores can be viewed in the attached file Functionality, Infrastructure and Interface Detail Scoring.xlsx.

Themis, JusticeWare and Incode all met over 90% of the functional and interface requirements. These scores are significantly higher than AJACS because these products have been in production for five years or more and the functionality is present and proven. While AJACS' design includes many of the same requirements, the scores for these must be as "Future" capabilities and thus receive a lower score for each.

The same is true for AJACS in terms of the infrastructure scores. JusticeWare scored slightly higher than Themis and Incode in this area due mainly to its ability to use Active Directory (single sign-on). It is important to note that none of the four products support encryption of sensitive data (social security number) while at rest in the database; this is a specific concern called out by the ITD Security team.

5.0 SUPPORT

Ongoing support of the application is key to the success of a solution. The reviewed solutions were scored based on:

- Support being provided during Mesa Municipal Court's standard working hours of Monday through Thursday from 7:00am through 6:00pm;
- Support being provided outside of the standard working hours;
- Support being provided 24 hours per day, 7 days per week;
- Stated response times for standard, high and critical issues;
- The stated ability to provide support through remote connection; and
- Mesa's ability to access the incident management system.

The following table shows the capabilities for each solution:

Application	**Vendor/ Owner**	Mon-Thur 7am-6pm AZ	Hours outside SWH	24/7	Stated Response Times	Remote Web Assistance	Access to Incident Mgmt System
AJACS	AOC	X			X		
Themis	Tempe/Mesa	X	X	X	X	X	X
JusticeWare	New Dawn						
Incode	Tyler	X	X		X	X	X

The AOC provided the standard Service Level Agreement (SLA) used with AOC-hosted courts and noted that "Our current SLA's are designed for fully supported courts. The AOC will need to further discuss the service level and support needs of operationally independent courts." The SLA includes stated response times of 4 hours for medium issues, 1 hour for high issues and 30 minutes for critical issues; however, it is not clear whether the same response times would be in effect for self-hosted courts.

Themis would be supported internally at Mesa, primarily by the Judicial Services team with other areas of ITD becoming involved as required. The team works the standard working hours as MMC as well as having a team member on call during all off hours. City of Mesa ITD has an initial response time of 15 minutes.

New Dawn provided only their standard support hours, which do not meet Mesa's standard working hours. New Dawn also did not provide specific information on the other criteria and as such could not be given scores in those areas.

Tyler's standard support hours are 7:00am to 7:00pm, which exceeds Mesa's standard working hours. Tyler's response times are 2-3 hours for standard issues, 30 minutes to 1 hour for high issues and 10 to 30 minutes for critical issues.

6.0 ESTIMATED IMPLEMENTATION TIME

The following table shows the estimated months for several phases of implementation:

Estimates shown in months and as of July 2014		Contract, Council, etc.	Gap Analysis	Complete Development	Application Testing	Go Live Activities	Total	Go Live Date
AJACS	AOC	0	0	12	6	1	19	3/1/2016
Themis	Tempe/Mesa	0	1	2	3	1	7	3/1/2015
JusticeWare	New Dawn	3	1	9	2	1	16	12/1/2015
Incode	Tyler	3	1	9	2	1	16	12/1/2015

Either of the COTS solutions, JusticeWare or Incode, would need time for the purchasing process to take place – including an open RFP, contract negotiations and City Council approval. Additional time would be needed for development of interfaces, forms and reports as well.

No gap analysis would be necessary for AJACS, as this occurred at the beginning of the project. A one month gap would be necessary for all other options.

The estimates for completing development for the options are based in part on historical experience. The AOC has a stated goal of six months for completion of "Apache" functionality; the estimate in this report includes another six months for completion of "Bradshaw" functionality as well. There is little documentation of and no access to the code that would allow a more accurate estimate of the work completed and remaining in order for AJACS to be a production-ready application. For the other options, only conversion and interfaces must be developed (and for Themis, several of the interfaces are already developed).

Finally, the time for testing is significantly greater for the AJACS solution. The other three solutions have been in production for at least five years and as such, the "core" application would need minimal acceptance testing. While the "base" or "national" AJACS product has seen production, the version developed for Arizona has seen significant changes in all areas. This would require much more detailed acceptance testing of the core application. All solutions would require testing of converted data and newly developed interfaces.

7.0 ESTIMATED COST

The RFI requested estimated pricing based on the assumption of 80 Court users and 5 ITD users. The AOC provided costs for an AOC-hosted system but none for the self-hosted model. Costs incurred by the AJACS project prior to this review were not considered in this review.

The only cost identified for Themis is three licenses for Visible Developer, a development tool used by Tempe when initially developing Themis. These are necessary for any changes to the base code.

		Software	Services	Maintenance (per year)	Total
AJACS*	AOC	Unknown	Unknown	$1,600,000	$1,600,000
Themis	Tempe/Mesa	$6,870	$0	$0	$6,870
JusticeWare	New Dawn		$536,000	$110,000	$646,000
Incode	Tyler	$673,030	$376,100	$246,724	$1,295,854

*Ongoing costs for future development of AJACS are unknown at this time. The amount under "Maintenance" reflects the cost of maintaining the mainframe support for fiscal years 14/15 and 15/16.

Clearly, COTS solutions would require significant funding and for this reason alone, were basically eliminated from consideration.

8.0 Risk

Each option was reviewed in regards to the following risks:

A. Vendor serving the role as a software development company
B. Lack of a Day 2 Roll Out Plan
C. Reliant on Vendor for all application support
D. Product significantly changed & not yet proven in production to support Arizona LJ Courts
E. Vendor Support Model for Self Hosted Large Volume LJ AJACS sites
F. Inability to change business process quickly to support Mesa needs
G. Lack of a Project Plan
H. Complexity of the Application
I. Knowledgeable business resources
J. Knowledgeable programming resources

Risks labeled D, G and E were not considered as risks for Themis or the COTS solutions as they did not apply (i.e., for D, the products have all been in production for a minimum of five years) or would not be accepted by Mesa (i.e., a project plan would be required from Mesa's project manager for Themis or from the vendors for the COTS solutions).

The risk ratings for each solution (both COTS solutions considered equally) are shown below:

Low	1
Minimum	2
Moderate	3
High	4
Extreme	5

AJACS

Impact -> / Probability	Negligible	Minor	Moderate	Significant	Severe
81-100%		F	J	G	A,B,C,D,E,H,I
61-80%					
41-60%					
21-40%					
1-20%					

Risk Rating: 4.7

Themis

Impact -> / Probability	Negligible	Minor	Moderate	Significant	Severe
81-100%		A	C		
61-80%					
41-60%					

21-40%			H,I,J		
1-20%		F			B
				Risk Rating:	**1.8**

COTS

Impact -> / **Probability**	**Negligible**	**Minor**	**Moderate**	**Significant**	**Severe**
81-100%	A,B				
61-80%			H	C,F	
41-60%					
21-40%			J		
1-20%			I		
				Risk Rating:	**1.9**

Themis is the lowest risk by virtue of the fact that Mesa MMC and ITD together would control all aspects of product development but it is important to note that there *are* risks, as there would be risks in any software implementation, and these would need to be monitored throughout implementation.

9.0 Conclusion/Recommendation

As mentioned in 7.0 Estimated Cost, the COTS solutions should be eliminated from consideration, having a greater estimated cost without providing significantly more functionality or support.

The main negative factor affecting the AJACS solution is the projected go live date as shown in 8.0 Estimated Implementation Time. This date falls far beyond Mesa's deadline for retiring the mainframe on which the current system is running.

Themis ranked best in three categories: Support, Cost and Risk and second best in Functional Requirements. Only Themis' estimated go live date is within the deadline set for retiring the mainframe. Not measurable and therefore not included formally in this review is the reaction of court staff to their exposure to Themis, which was very positive. Themis' ease of use was apparent when, with no training or guidance, they were able to enter cases, adjudicate, create payment plans and make a payment.

After reviewing the data, Mesa ITD recommends that Themis be the solution implemented for Mesa Municipal Court. This recommendation is based on the following:

- The ability to implement the solution within the June 30, 2015 deadline;
- The proven ability of the solution to meet the needs of a large volume LJ Court such as MMC;
- The unlimited ability to maintain and/or update the solution as needed internally; and
- The low cost of implementation and ongoing support.

A3A - Development Costs for Current State Standard

IT FTE Positions	Role	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	
Connie Williams	Business Analyst/Developer	0.75	0.75	0.75	0.75	0.75	
Greg Stoner	Business Analyst/Developer	0.75	0.75	0.75	0.75	0.75	
Lauren Lupica	Project Manager	0.75	0.75				
Christine Chu	Developer	0.5	0.5	0.5	0.5	0.5	
Lester Godsey	Technical Manager	0.25	0.25	0.25	0.25	0.25	
Julie Darling	Business Analyst/Developer	0.25	0.25	0.25	0.25	0.25	
Amy Davis	Business Analyst/Developer	0.75	0.75	0.25	0.25	0.25	
Michael Kniskern	Developer	0.5	0.5				
John Diamond	Developer	0.5	0.5				
IT FTE Positions		5	5	2.75	2.75	2.75	@ $126,150/each
IT FTE Cost		$631	$631	$347	$347	$347	$2302

User FTE Positions	Role	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	Avg Sal
Matt Tafoya	Sponsor	0.25	0.25				116,000
Paul Thomas	Sponsor	0.25	0.25				116,000
Lenny Montanaro	SME	0.5	0.5	0.25	0.25	0.25	116,000
Janie Moreno	SME	0.5	0.5	0.25	0.25	0.25	116,000
Albert Lemke	SME	0.5	0.5	0.25	0.25	0.25	116,000
Gloria Holland	SME	0.5	0.5	0.25	0.25	0.25	83,096
Edna Ramon	SME	0.5	0.5	0.25	0.25	0.25	83,096
Dyan Carney	SME	0.5	0.5	0.25	0.25	0.25	83,096
Nancy Bushaw	SME	0.5	0.5	0.25	0.25	0.25	83,096
Karen Komada	SME	0.5	0.5	0.25	0.25	0.25	83,096
Gina Sanchez	SME	0.5	0.5	0.25	0.25	0.25	83,096
User FTE Positions		5	5	2.25	2.25	2.25	
User FTE Cost		$481	$481	$212	$212	$212	$1598

Total Positions		10	10	5	5	5	
Total Development Cost		$1112	$1112	$559	$559	$559	$3900

A3A - Development Costs for Proposed Exception

IT FTE Positions	Role	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	
Connie Williams	Business Analyst/Developer	0.75	0.75	0.75	0.75	0.75	
Greg Stoner	Business Analyst/Developer	0.75	0.75	0.75	0.75	0.75	
Lauren Lupica	Project Manager	0.75	0.75				
Christine Chu	Developer	0.5	0.5	0.25	0.25	0.25	
Lester Godsey	Technical Manager	0.25	0.25	0.25	0.25	0.25	
Julie Darling	Business Analyst/Developer	0	0				
Amy Davis	Business Analyst/Developer	0	0				
Michael Kniskern	Developer	0.25	0.25				
John Diamond	Developer	0.25	0.25				
IT FTE Positions		3.5	3.5	2	2	2	@ $126,150/each
IT FTE Cost		$442	$442	$252	$252	$252	$1640

User FTE Positions	Role	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	
Matt Tafoya	Sponsor	0.25	0.25				
Paul Thomas	Sponsor	0.25	0.25				
Lenny Montanaro	SME	0.5	0.25	0.25	0.25	0.25	
Janie Moreno	SME	0.5	0.25	0.25	0.25	0.25	
Albert Lemke	SME	0.5	0.25	0.25	0.25	0.25	
Gloria Holland	SME	0.5	0.25	0.25	0.25	0.25	
Edna Ramon	SME	0.5	0.25	0.25	0.25	0.25	
Dyan Carney	SME	0.5	0.25	0.25	0.25	0.25	
Nancy Bushaw	SME	0.5	0.25	0.25	0.25	0.25	
Karen Komada	SME	0.5	0.25	0.25	0.25	0.25	
Gina Sanchez	SME	0.5	0.25	0.25	0.25	0.25	
User FTE Positions		5	2.75	2.25	2.25	2.25	
User FTE Cost		$481	$270	$212	$212	$212	$1386

Total Positions		8.5	6.25	4.25	4.25	4.25	
Total Development Cost		$923	$711	$464	$464	$464	$3026

A3A - Operating Costs for Current State Standard

IT FTE Positions	Role	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	
Connie Williams	Business Analyst/Developer	0.75	0.75	0.75	0.75	0.75	
Greg Stoner	Business Analyst/Developer	0.75	0.75	0.75	0.75	0.75	
Lauren Lupica	Project Manager	0.75	0.75				
Christine Chu	Developer	0.5	0.5	0.25	0.25	0.25	
Lester Godsey	Technical Manager	0.25	0.25	0.05	0.05	0.05	
Julie Darling	Business Analyst/Developer	0.25	0.25	0.05	0.05	0.05	
Amy Davis	Business Analyst/Developer	0.75	0.75	0.05	0.05	0.05	
Michael Kniskern	Developer	0.5	0.5				
John Diamond	Developer	0.5	0.5				
IT FTE Positions		5	5	1.9	1.9	1.9	@ $126,150/each
IT FTE Cost		$631	$631	$240	$240	$240	$1981

User FTE Positions	Role	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	Avg Sal
Matt Tafoya	Sponsor	0.25	0.25	0.05	0.05	0.05	116,000
Paul Thomas	Sponsor	0.25	0.25	0.05	0.05	0.05	116,000
Lenny Montanaro	SME	0.5	0.5	0.25	0.25	0.25	116,000
Janie Moreno	SME	0.5	0.5	0.25	0.25	0.25	116,000
Albert Lemke	SME	0.5	0.5	0.25	0.25	0.25	116,000
Gloria Holland	SME	0.5	0.5	0.25	0.25	0.25	83,096
Edna Ramon	SME	0.5	0.5	0.25	0.25	0.25	83,096
Dyan Carney	SME	0.5	0.5	0.25	0.25	0.25	83,096
Nancy Bushaw	SME	0.5	0.5	0.25	0.25	0.25	83,096
Karen Komada	SME	0.5	0.5	0.25	0.25	0.25	83,096
Gina Sanchez	SME	0.5	0.5	0.25	0.25	0.25	83,096
User FTE Positions		5	5	2.35	2.35	2.35	
User FTE Cost		$481	$481	$223	$223	$223	$1632

Total Positions		10	10	4.25	4.25	4.25	
Sub-Total Operating Cost		$1112	$1112	$463	$463	$463	$3613

A3A - Operating Costs for Proposed Exception

IT FTE Positions	Role	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	
Connie Williams	Business Analyst/Developer	0.75	0.75	0.75	0.75	0.75	
Greg Stoner	Business Analyst/Developer	0.75	0.75	0.75	0.75	0.75	
Lauren Lupica	Project Manager	0.75	0.75				
Christine Chu	Developer	0.5	0.5	0.25	0.25	0.25	
Lester Godsey	Technical Manager	0.25	0.25	0.05	0.05	0.05	
Julie Darling	Business Analyst/Developer	0	0				
Amy Davis	Business Analyst/Developer	0	0				
Michael Kniskern	Developer	0.25	0.25	0.25	0.25	0.25	
John Diamond	Developer	0.25	0.25				
IT FTE Positions		3.5	3.5	2.05	2.05	2.05	@ $126,15
IT FTE Cost		$442	$442	$259	$259	$259	$1659

User FTE Positions	Role	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	
Matt Tafoya	Sponsor	0.25	0.25	0.05	0.05	0.05	
Paul Thomas	Sponsor	0.25	0.25	0.05	0.05	0.05	
Lenny Montanaro	SME	0.25	0.25	0.25	0.25	0.25	
Janie Moreno	SME	0.25	0.25	0.25	0.25	0.25	
Albert Lemke	SME	0.25	0.25	0.25	0.25	0.25	
Gloria Holland	SME	0.25	0.25	0.1	0.1	0.1	
Edna Ramon	SME	0.25	0.25	0.1	0.1	0.1	
Dyan Carney	SME	0.25	0.25	0.1	0.1	0.1	
Nancy Bushaw	SME	0.25	0.25	0.1	0.1	0.1	
Karen Komada	SME	0.25	0.25	0.1	0.1	0.1	
Gina Sanchez	SME	0.25	0.25	0.1	0.1	0.1	
User FTE Positions		2.75	2.75	1.45	1.45	1.45	
User FTE Cost		$270	$270	$148	$148	$148	$985

Total Positions		6.25	6.25	3.5	3.5	3.5	
Sub-Total Operating Cost		$711	$711	$407	$407	$407	$2644

IAI Proposed Design

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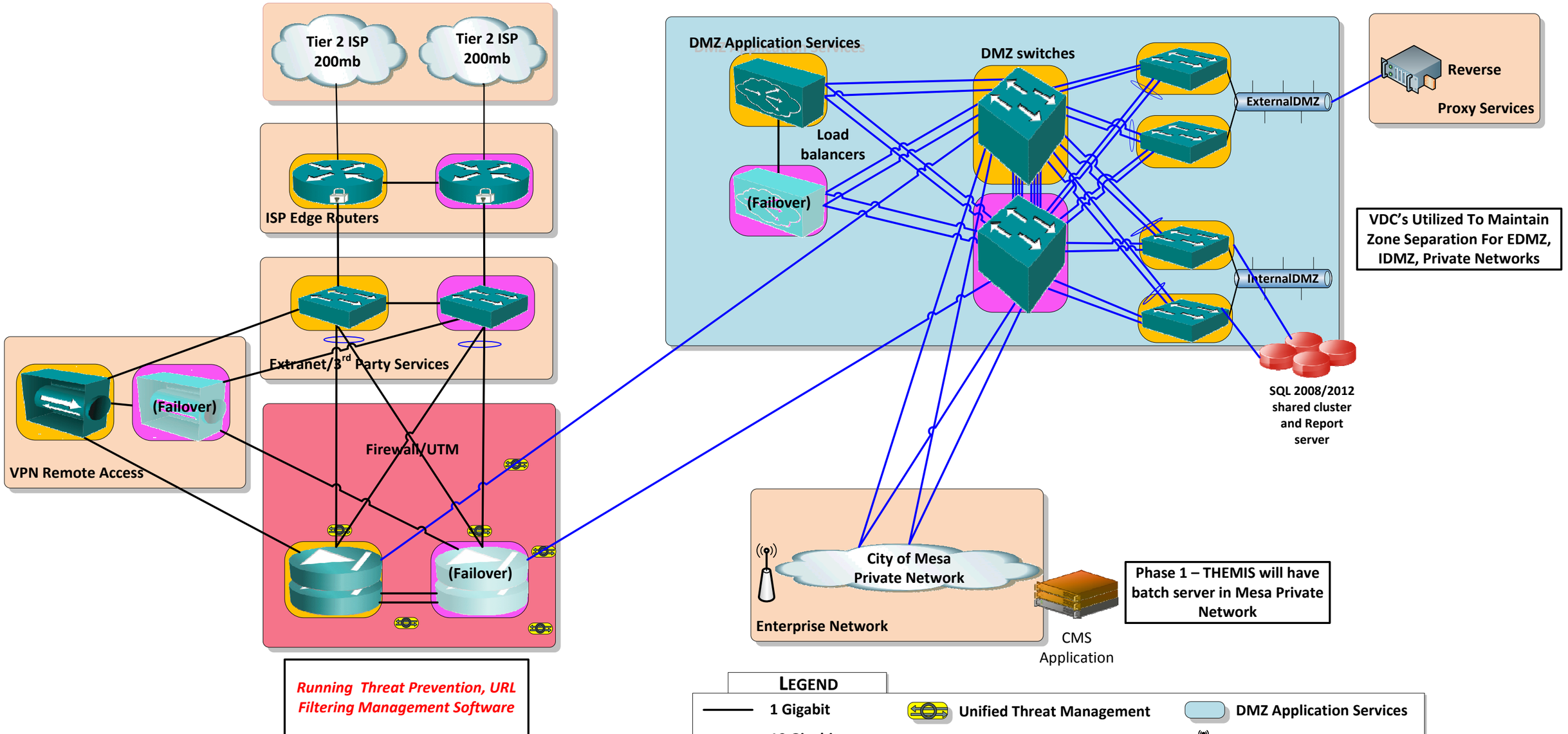

ID	% omplet	Task Name	Duration	Start	Finish	Predec	Resource Names
0	**12%**	**MMC Themis CMS Implementation**	**144 days**	**Tue 8/5/14**	**Mon 6/29/15**		
1	**54%**	**INITIATION**	**65.6 days**	**Tue 8/5/14**	**Wed 12/31/14**		
2	**35%**	**MESA-TEMPE IGA**	**65.6 days**	**Tue 8/5/14**	**Wed 12/31/14**		
3	100%	Draft IGA/MOU	1 day	Tue 8/5/14	Wed 8/6/14		Lester Godsey
4	100%	Review and Approve IGA-Mesa	2 wks	Wed 8/6/14	Mon 8/25/14	3	Diane Gardner,Alex Deshuk,Matt Tafoya,Paul Thomas
5	25%	Review and Approve IGA-Tempe	56.6 days	Mon 8/25/14	Wed 12/31/14	4	Tempe Resources
6	0%	MESA-TEMPE IGA COMPLETE	0 days	Wed 12/31/14	Wed 12/31/14	2	
7	**100%**	**CHARTER**	**25.6 days**	**Tue 8/5/14**	**Tue 9/30/14**		
8	100%	Draft	1 day	Tue 8/5/14	Wed 8/6/14		Lauren Lupica
9	100%	Review/Revise	1 wk	Wed 8/6/14	Thu 8/14/14	8	Diane Gardner,Alex Deshuk,Matt Tafoya,Paul Thomas
10	100%	Approve	20.6 days	Thu 8/14/14	Tue 9/30/14	9	Diane Gardner,Alex Deshuk,Matt Tafoya,Paul Thomas
11	100%	CHARTER COMPLETE	0 days	Tue 9/30/14	Tue 9/30/14	7	
12	100%	Technical Kickoff Meeting	1 hr	Tue 8/12/14	Tue 8/12/14		Amy Davis,Bob Dawson,Christine Chu,Connie Williams,(
13	100%	Functional Kickoff Meeting	2 hrs	Mon 8/11/14	Mon 8/11/14		Connie Williams,Greg Stoner,Julie Darling,Lauren Lupica
14	0%	INITIATION COMPLETE	0 days	Wed 12/31/14	Wed 12/31/14	1	
15	**19%**	**PLANNING - DAY 1**	**38.6 days**	**Tue 8/19/14**	**Thu 11/13/14**		
16	**88%**	**ENVIRONMENT PLANNING**	**27.6 days**	**Tue 8/19/14**	**Mon 10/20/14**		
17	**100%**	**Determine Environment Requirements [How many, w**	**1 day**	**Tue 8/19/14**	**Wed 8/20/14**		
18	100%	Identify Database Environment	1 day	Tue 8/19/14	Wed 8/20/14	12	Amy Davis,Bob Dawson,Christine Chu,Connie Williams,(
19	100%	Identify Hardware Needs	1 day	Tue 8/19/14	Wed 8/20/14	12	Amy Davis,Bob Dawson,Christine Chu,Connie Williams,(
20	100%	Identify Software Needs	1 day	Tue 8/19/14	Wed 8/20/14	12	Amy Davis,Bob Dawson,Christine Chu,Connie Williams,(
21	100%	Determine Developer Tools/Requirements	1 day	Tue 8/19/14	Wed 8/20/14	12	Amy Davis,Bob Dawson,Christine Chu,Connie Williams,(
22	**100%**	**Repurposing AJACS to Themis**	**1 day**	**Tue 8/19/14**	**Wed 8/20/14**		
23	100%	Reassign AJACS Hardware to Themis	1 day	Tue 8/19/14	Wed 8/20/14	12	Amy Davis,Bob Dawson,Christine Chu,Connie Williams,(
24	100%	Identify Any Hardware/Licensing Gaps	1 day	Tue 8/19/14	Wed 8/20/14	12	Amy Davis,Bob Dawson,Christine Chu,Connie Williams,(
25	0%	Define MQ Requirements	1 day	Thu 10/16/14	Mon 10/20/14	32	Amy Davis,Bob Dawson,Christine Chu,Connie Williams,(
26	100%	Define Test Lab (102) Requirements	1 day	Tue 8/19/14	Wed 8/20/14	12,13	Connie Williams,Greg Stoner,Julie Darling,Lauren Lupica
27	0%	ENVIRONMENT PLANNING COMPLETE	0 days	Mon 10/20/14	Mon 10/20/14	16	
28	**55%**	**INITIAL GAP ANALYSIS**	**20 days**	**Tue 9/2/14**	**Tue 10/14/14**		
29	75%	Perform Gap Reviews (see Themis Gap.xlsx in Project fc	3 wks	Tue 9/2/14	Thu 9/25/14		Connie Williams,Greg Stoner,Julie Darling,Lauren Lupica
30	50%	Develop Formal Gap Analysis Report	1 wk	Mon 9/29/14	Mon 10/6/14	29	Lauren Lupica
31	0%	Review and Approve Gap Analysis Report	1 wk	Tue 10/7/14	Tue 10/14/14	30	Connie Williams,Greg Stoner,Julie Darling,Lester Godse
32	0%	GAP ANALYSIS COMPLETE	1 day	Wed 10/15/14	Thu 10/16/14	28	
33	**0%**	**REQUIREMENTS DEFINITION DAY 1 ITEMS**	**12 days**	**Thu 10/16/14**	**Thu 11/13/14**		
34	0%	Work Sessions	3 wks	Thu 10/16/14	Thu 11/13/14	32	
35	0%	Update Tempe/Create New Functional Requirements Do	3 wks	Thu 10/16/14	Thu 11/13/14	34SS	
36	0%	Review and Approve Functional Requirements Documen	3 wks	Thu 10/16/14	Thu 11/13/14	34SS	
37	0%	REQUIREMENTS DEFINITION COMPLETE	0 days	Thu 11/13/14	Thu 11/13/14	33	

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ID	% omplet	Task Name	Duration	Start	Finish	Predec	Resource Names
38	**0%**	**FC36 CONVERSION DESIGN**	**8.4 days**	**Thu 10/16/14**	**Tue 11/4/14**		
39	**0%**	**Conversion Analysis**	**8 days**	**Thu 10/16/14**	**Tue 11/4/14**		
40	0%	Map ACIST Fields to Themis Fields	2 wks	Thu 10/16/14	Tue 11/4/14	32	Connie Williams,Greg Stoner,Janie Moreno,Albert Lemk
41	0%	Identify Needed Crosswalks	2 wks	Thu 10/16/14	Tue 11/4/14	32	Connie Williams,Greg Stoner,Janie Moreno,Albert Lemk
42	0%	Identify Missing Data	1.85 wks	Thu 10/16/14	Mon 11/3/14	32	Connie Williams,Greg Stoner,Janie Moreno,Albert Lemk
43	0%	Define Order of Data To Be Converted	1 day	Mon 11/3/14	Tue 11/4/14	42	Connie Williams,Greg Stoner
44	0%	CONVERSION DESIGN COMPLETE	0 days	Tue 11/4/14	Tue 11/4/14	38	
45	**0%**	**MAINFRAME CLOSEOUT PLANNING**	**2.6 days**	**Tue 11/4/14**	**Tue 11/11/14**		
46	0%	Determine if cases at credit bureau need recalled	1 day	Tue 11/4/14	Wed 11/5/14	44	Connie Williams,Greg Stoner
47	0%	Determine if cases in collections need recalled	1.2 days	Thu 11/6/14	Tue 11/11/14	46	Connie Williams,Greg Stoner
48	0%	MAINFRAME CLOSEOUT PLANNING	1 day	Wed 11/12/14	Thu 11/13/14	47	
49	0%	PLANNING - DAY 1 COMPLETE	0 days	Thu 11/13/14	Thu 11/13/14	15	
50	**2%**	**EXECUTION - DAY 1**	**136.7 days**	**Tue 8/12/14**	**Thu 6/18/15**		
51	**33%**	**ENVIRONMENT SETUP**	**37.7 days**	**Tue 8/12/14**	**Tue 11/4/14**	**12**	
52	100%	Test Environment	2 wks	Tue 8/12/14	Thu 8/28/14		
53	0%	Conversion Environment	2 wks	Thu 10/16/14	Tue 11/4/14	32	
54	0%	Production Environment	2 wks	Thu 10/16/14	Tue 11/4/14	32	
55	0%	ENVIRONMENT SETUP COMPLETE	0 days	Tue 11/4/14	Tue 11/4/14	51	
56	**0%**	**DEVELOPMENT & UNIT TESTING**	**24 days**	**Thu 11/13/14**	**Mon 1/12/15**	**49**	
57	0%	GAP ITEMS	6 wks	Thu 11/13/14	Mon 1/12/15		
58	0%	GAP ITEMS DEVELOPMENT COMPLETE	0 days	Mon 1/12/15	Mon 1/12/15	57	
59	0%	INTERFACES	6 wks	Thu 11/13/14	Mon 1/12/15		
60	0%	INTERFACE DEVELOPMENT COMPLETE	0 days	Mon 1/12/15	Mon 1/12/15	59	
61	**0%**	**CONVERSION**	**20 days**	**Thu 11/13/14**	**Wed 12/31/14**		
62	0%	Develop Conversion Scripts	1 mon	Thu 11/13/14	Wed 12/31/14	44	
63	**0%**	**Conversion Run 1**	**4 days**	**Thu 11/13/14**	**Mon 11/24/14**		
64	0%	Download ACIST Database for Conversion Rur	0.5 days	Thu 11/13/14	Thu 11/13/14		
65	0%	Run Conversion Scripts	0.5 days	Thu 11/13/14	Mon 11/17/14	64	
66	0%	Review Data Exception Report	1 day	Mon 11/17/14	Tue 11/18/14	65	
67	0%	Data Cleanup	1 day	Tue 11/18/14	Wed 11/19/14	66	
68	0%	Adjust Conversion Scripts	1 day	Thu 11/20/14	Mon 11/24/14	67	
69	**0%**	**Conversion Run 2**	**4 days**	**Mon 11/24/14**	**Wed 12/3/14**		
70	0%	Download ACIST Database for Conversion Rur	0.5 days	Mon 11/24/14	Mon 11/24/14	68	
71	0%	Run Conversion Scripts	0.5 days	Mon 11/24/14	Tue 11/25/14	70	
72	0%	Review Data Exception Report	1 day	Tue 11/25/14	Wed 11/26/14	71	
73	0%	Data Cleanup	1 day	Wed 11/26/14	Mon 12/1/14	72	
74	0%	Adjust Conversion Scripts	1 day	Tue 12/2/14	Wed 12/3/14	73	
75	**0%**	**Conversion Run 3**	**4 days**	**Wed 12/3/14**	**Thu 12/11/14**		

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ID	% omplet	Task Name	Duration	Start	Finish	Predec	Resource Names
76	0%	Download ACIST Database for Conversion Rur	0.5 days	Wed 12/3/14	Wed 12/3/14	74	
77	0%	Run Conversion Scripts	0.5 days	Wed 12/3/14	Thu 12/4/14	76	
78	0%	Review Data Exception Report	1 day	Thu 12/4/14	Mon 12/8/14	77	
79	0%	Data Cleanup	1 day	Mon 12/8/14	Tue 12/9/14	78	
80	0%	Adjust Conversion Scripts	1 day	Wed 12/10/14	Thu 12/11/14	79	
81	**0%**	**Conversion Run 4**	**4 days**	**Thu 12/11/14**	**Mon 12/22/14**		
82	0%	Download ACIST Database for Conversion Rur	0.5 days	Thu 12/11/14	Thu 12/11/14	80	
83	0%	Run Conversion Scripts	0.5 days	Thu 12/11/14	Mon 12/15/14	82	
84	0%	Review Data Exception Report	1 day	Mon 12/15/14	Tue 12/16/14	83	
85	0%	Data Cleanup	1 day	Tue 12/16/14	Wed 12/17/14	84	
86	0%	Adjust Conversion Scripts	1 day	Thu 12/18/14	Mon 12/22/14	85	
87	0%	CONVERSION DEVELOPMENT COMPLETE	0 days	Wed 12/31/14	Wed 12/31/14	61	
88	0%	FORMS	6 wks	Thu 11/13/14	Mon 1/12/15		
89	0%	FORMS COMPLETE	0 days	Mon 1/12/15	Mon 1/12/15	88	
90	0%	REPORTS	6 wks	Thu 11/13/14	Mon 1/12/15		
91	0%	REPORTS COMPLETE	0 days	Mon 1/12/15	Mon 1/12/15	90	
92	0%	DEVELOPMENT & UNIT TESTING COMPLETE	0 days	Mon 1/12/15	Mon 1/12/15	56	
93	**0%**	**CONFIGURATION**	**36 days**	**Thu 11/13/14**	**Mon 2/9/15**		
94	0%	Review/Edit State Statutes	4 days	Thu 11/13/14	Mon 11/24/14	37	
95	0%	Local Statutes	4 days	Mon 11/24/14	Wed 12/3/14	94	
96	0%	Financials	4 days	Mon 1/12/15	Wed 1/21/15	92	
97	0%	Events	4 days	Mon 1/12/15	Wed 1/21/15	92	
98	0%	NLTs (No Later Than)	4 days	Mon 1/12/15	Wed 1/21/15	92	
99	0%	Work Queues	4 days	Wed 1/21/15	Thu 1/29/15	96	
100	0%	Miscellaneous Tables	4 days	Wed 1/21/15	Thu 1/29/15	97	
101	0%	Users	4 days	Wed 1/21/15	Thu 1/29/15	98	
102	0%	Security	4 days	Thu 1/29/15	Mon 2/9/15	99	
103	0%	CONFIGURATION COMPLETE	0 days	Mon 2/9/15	Mon 2/9/15	93	
104	**0%**	**TESTING**	**32 days**	**Mon 2/9/15**	**Tue 4/21/15**	**92,103**	
105	**0%**	**USER ACCEPTANCE TESTING**	**31 days**	**Mon 2/9/15**	**Thu 4/16/15**		
106	**0%**	**Case Creation**	**8 days**	**Mon 2/9/15**	**Thu 2/26/15**		
107	**0%**	**ATTC**	**2 days**	**Mon 2/9/15**	**Wed 2/11/15**		
108	0%	CR, MT, DU	2 days	Mon 2/9/15	Wed 2/11/15		Janie Moreno,Court Svcs Team 1
109	0%	CT	2 days	Mon 2/9/15	Wed 2/11/15		Lenny Montanaro,Cust Svcs Team 1
110	**0%**	**Parking**	**2 days**	**Mon 2/9/15**	**Wed 2/11/15**		
111	0%	PK, Town Center	2 days	Mon 2/9/15	Wed 2/11/15	109SS	Lenny Montanaro,Cust Svcs Team 2
112	0%	eCitation	2 days	Wed 2/11/15	Wed 2/18/15	109	Lenny Montanaro,Cust Svcs Team 1
113	0%	Photo Safety	2 days	Wed 2/11/15	Wed 2/18/15	111	Lenny Montanaro,Cust Svcs Team 2

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ID	% omplet	Task Name	Duration	Start	Finish	Predec	Resource Names
114	0%	Long Form	2 days	Mon 2/9/15	Wed 2/11/15	108SS	Janie Moreno,Court Svcs Team 2
115	0%	Protective Orders	2 days	Wed 2/18/15	Mon 2/23/15	112	Lenny Montanaro,Cust Svcs Team 1
116	0%	Vicious Animal	2 days	Wed 2/18/15	Mon 2/23/15	113	Lenny Montanaro,Cust Svcs Team 2
117	0%	Interpleader (Property Disputes)	2 days	Mon 2/23/15	Thu 2/26/15	115	Lenny Montanaro,Cust Svcs Team 1
118	0%	Age of Majority	2 days	Mon 2/9/15	Wed 2/11/15		Albert Lemke,Collections Team 1
119	0%	Person Matching	2 days	Mon 2/9/15	Wed 2/11/15	118SS	Albert Lemke,Collections Team 2
120	**0%**	**Scheduling**	**4 days**	**Mon 2/9/15**	**Wed 2/18/15**		
121	0%	Case Load Leveling	2 days	Wed 2/11/15	Wed 2/18/15	108	Janie Moreno,Court Svcs Team 1
122	0%	Public Defender	2 days	Wed 2/11/15	Wed 2/18/15	114	Janie Moreno,Court Svcs Team 2
123	0%	Civil Traffic	2 days	Mon 2/9/15	Wed 2/11/15		
124	**0%**	**Case Worksheet**	**16 days**	**Wed 2/18/15**	**Wed 3/25/15**		
125	**0%**	**Criminal**	**6 days**	**Wed 2/18/15**	**Tue 3/3/15**		
126	**0%**	**Disposition/ Sentencing**	**6 days**	**Wed 2/18/15**	**Tue 3/3/15**		
127	0%	Fines	2 days	Wed 2/18/15	Mon 2/23/15	121	Janie Moreno,Court Svcs Team 1
128	0%	Fees	2 days	Wed 2/18/15	Mon 2/23/15	122	Janie Moreno,Court Svcs Team 2
129	0%	Assessments	2 days	Mon 2/23/15	Thu 2/26/15	127	Janie Moreno,Court Svcs Team 1
130	0%	Jail/Home Detention	2 days	Mon 2/23/15	Thu 2/26/15	128	Janie Moreno,Court Svcs Team 2
131	0%	Probation	2 days	Thu 2/26/15	Tue 3/3/15	129	Janie Moreno,Court Svcs Team 1
132	0%	Behavioral Health	2 days	Thu 2/26/15	Tue 3/3/15	130	Janie Moreno,Court Svcs Team 2
133	0%	Release Orders	2 days	Tue 3/3/15	Mon 3/9/15	131	Janie Moreno,Court Svcs Team 1
134	0%	FTA Warrants/ Judgments/ FTA Complaints	2 days	Tue 3/3/15	Mon 3/9/15	132	Janie Moreno,Court Svcs Team 2
135	0%	Probation Violation	2 days	Mon 3/9/15	Wed 3/11/15	133	Janie Moreno,Court Svcs Team 1
136	0%	Sentencing Forms	2 days	Mon 3/9/15	Wed 3/11/15	134	Janie Moreno,Court Svcs Team 2
137	0%	Exhibits	2 days	Wed 3/11/15	Tue 3/17/15	135	Janie Moreno,Court Svcs Team 1
138	0%	Appeals	2 days	Wed 3/11/15	Tue 3/17/15	136	Janie Moreno,Court Svcs Team 2
139	0%	Walk Ins	2 days	Tue 3/17/15	Thu 3/19/15	137	Janie Moreno,Court Svcs Team 1
140	0%	Continuances	2 days	Tue 3/17/15	Thu 3/19/15	138	Janie Moreno,Court Svcs Team 2
141	**0%**	**Civil (Parking)**	**10 days**	**Mon 2/23/15**	**Tue 3/17/15**		
142	**0%**	**Disposition/ Sentencing**	**4 days**	**Mon 2/23/15**	**Tue 3/3/15**		
143	0%	Fines	2 days	Mon 2/23/15	Thu 2/26/15	116	Lenny Montanaro,Cust Svcs Team 2
144	0%	Fees	2 days	Thu 2/26/15	Tue 3/3/15	117	Lenny Montanaro,Cust Svcs Team 1
145	0%	Assessments	2 days	Thu 2/26/15	Tue 3/3/15	143	Lenny Montanaro,Cust Svcs Team 2
146	0%	Judgments	2 days	Tue 3/3/15	Mon 3/9/15	144	Lenny Montanaro,Cust Svcs Team 1
147	0%	Sentencing Forms	2 days	Tue 3/3/15	Mon 3/9/15	145	Lenny Montanaro,Cust Svcs Team 2
148	0%	Exhibits	2 days	Mon 3/9/15	Wed 3/11/15	146	Lenny Montanaro,Cust Svcs Team 1
149	0%	Appeals	2 days	Mon 3/9/15	Wed 3/11/15	147	Lenny Montanaro,Cust Svcs Team 2
150	0%	Walk Ins	2 days	Wed 3/11/15	Tue 3/17/15	148	Lenny Montanaro,Cust Svcs Team 1
151	0%	Continuances	2 days	Wed 3/11/15	Tue 3/17/15	149	Lenny Montanaro,Cust Svcs Team 2

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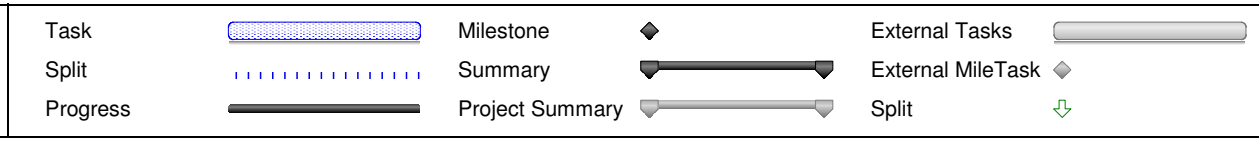

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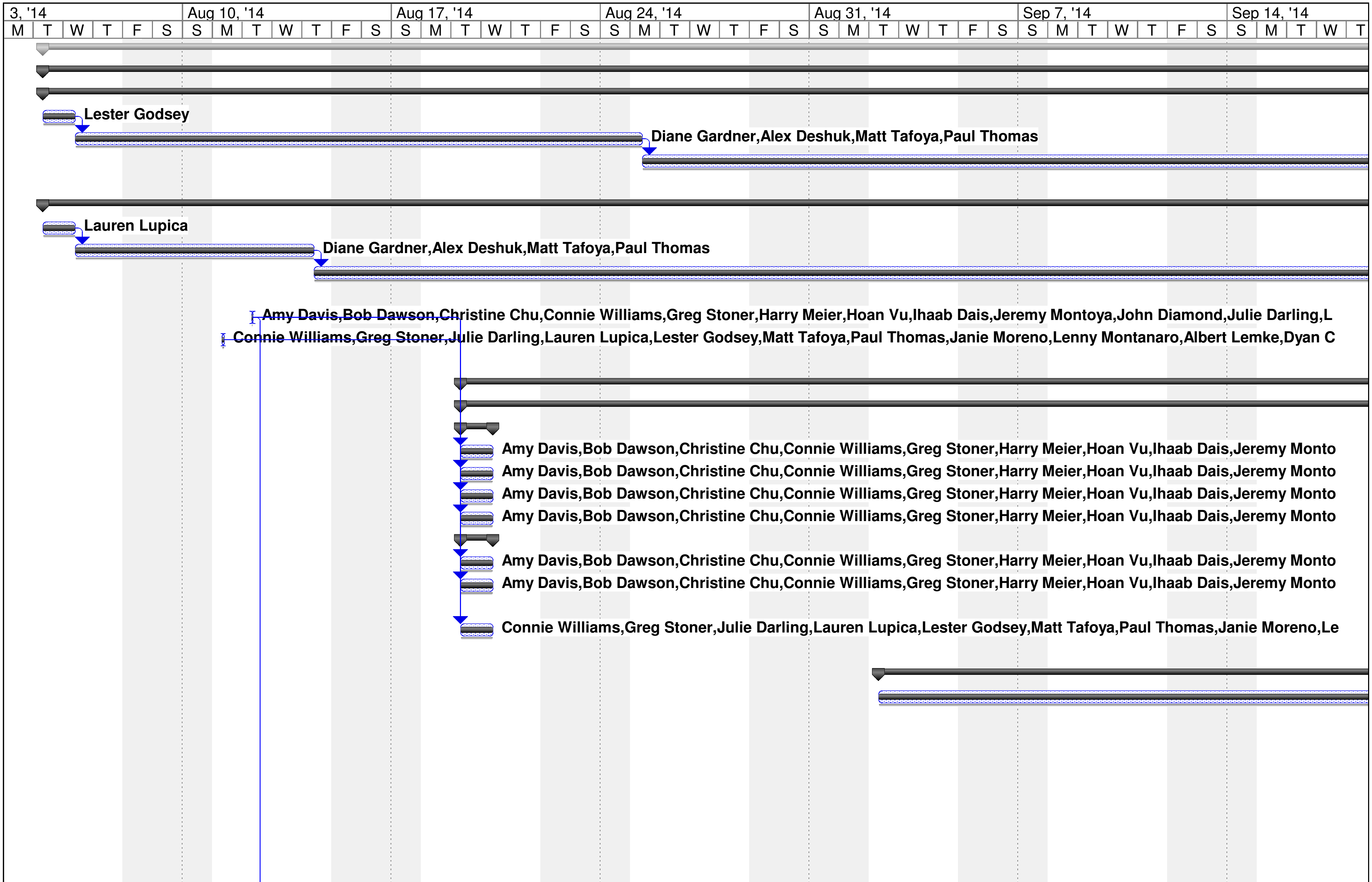
152	0%	Protective Orders	2 days	Tue 3/17/15	Thu 3/19/15	150	Lenny Montanaro,Cust Svcs Team 1
153	0%	Vicious Animal	2 days	Tue 3/17/15	Thu 3/19/15	151	Lenny Montanaro,Cust Svcs Team 2
154	0%	Interpleader (Property Disputes)	2 days	Thu 3/19/15	Wed 3/25/15	152	Lenny Montanaro,Cust Svcs Team 1
155	**0%**	**Collections**	**16 days**	**Wed 2/11/15**	**Thu 3/19/15**		
156	**0%**	**Queues**	**12 days**	**Wed 2/11/15**	**Wed 3/11/15**		
157	0%	Admin	12 days	Wed 2/11/15	Wed 3/11/15	118	Albert Lemke,Collections Team 1
158	0%	Call	2 days	Wed 2/11/15	Wed 2/18/15	119	Albert Lemke,Collections Team 2
159	0%	FTP Warrants	2 days	Wed 3/11/15	Tue 3/17/15	157	Albert Lemke,Collections Team 1
160	0%	FTP License Suspension	2 days	Wed 2/18/15	Mon 2/23/15	158	Albert Lemke,Collections Team 2
161	**0%**	**Payment Contracts**	**12 days**	**Mon 2/23/15**	**Thu 3/19/15**		
162	0%	Create	2 days	Tue 3/17/15	Thu 3/19/15	159	Albert Lemke,Collections Team 1
163	0%	Merge	2 days	Mon 2/23/15	Thu 2/26/15	160	Albert Lemke,Collections Team 2
164	**0%**	**Person Management**	**6 days**	**Mon 2/9/15**	**Mon 2/23/15**		
165	0%	Enter All Person Types (Judges, Officers, etc.)	2 days	Mon 2/9/15	Wed 2/11/15		Albert Lemke,Janie Moreno,Lenny Montanaro
166	0%	Address Management	2 days	Wed 2/11/15	Wed 2/18/15	165	Albert Lemke,Janie Moreno,Lenny Montanaro
167	0%	Age of Majority	2 days	Wed 2/18/15	Mon 2/23/15	166	Albert Lemke,Janie Moreno,Lenny Montanaro
168	**0%**	**Financials**	**10 days**	**Thu 3/19/15**	**Mon 4/13/15**		
169	0%	Payment Processing	2 days	Thu 3/19/15	Wed 3/25/15	153	Lenny Montanaro,Cust Svcs Team 2
170	0%	Post & Forfeit	2 days	Wed 3/25/15	Mon 3/30/15	154	Lenny Montanaro,Cust Svcs Team 1
171	**0%**	**Bond Posting**	**4 days**	**Wed 3/25/15**	**Thu 4/2/15**		
172	0%	Forfeiting	2 days	Wed 3/25/15	Mon 3/30/15	169	Lenny Montanaro,Cust Svcs Team 2
173	0%	Exoneration	2 days	Mon 3/30/15	Thu 4/2/15	170	Lenny Montanaro,Cust Svcs Team 1
174	**0%**	**Financial Adjustments**	**4 days**	**Mon 3/30/15**	**Tue 4/7/15**		
175	0%	Increase	2 days	Mon 3/30/15	Thu 4/2/15	172	Lenny Montanaro,Cust Svcs Team 2
176	0%	Decrease	2 days	Thu 4/2/15	Tue 4/7/15	173	Lenny Montanaro,Cust Svcs Team 1
177	**0%**	**Reconciliation**	**4 days**	**Thu 4/2/15**	**Mon 4/13/15**		
178	0%	Staff Member	2 days	Thu 4/2/15	Tue 4/7/15	175	Lenny Montanaro,Cust Svcs Team 2
179	0%	Court	2 days	Tue 4/7/15	Mon 4/13/15	176	Lenny Montanaro,Cust Svcs Team 1
180	0%	City	2 days	Tue 4/7/15	Mon 4/13/15	178	Lenny Montanaro,Cust Svcs Team 2
181	0%	Reporting	2 days	Mon 2/23/15	Thu 2/26/15	167	Albert Lemke,Janie Moreno,Lenny Montanaro
182	0%	User Security	2 days	Thu 2/26/15	Tue 3/3/15	181	Albert Lemke,Janie Moreno,Lenny Montanaro
183	**0%**	**INTERFACE TESTING**	**23 days**	**Thu 2/26/15**	**Thu 4/16/15**		
184	0%	MVD Reporting	1 day	Tue 3/3/15	Wed 3/4/15	182	Albert Lemke,Janie Moreno,Lenny Montanaro
185	0%	Prosecutor	1 day	Thu 3/19/15	Mon 3/23/15	139	Janie Moreno,Court Svcs Team 1
186	0%	Behavioral Health/Home Detention	1 day	Thu 3/19/15	Mon 3/23/15	140	Janie Moreno,Court Svcs Team 2
187	0%	eCourt	1 day	Mon 4/13/15	Tue 4/14/15	179	Lenny Montanaro,Cust Svcs Team 1
188	0%	Collections	1 day	Thu 3/19/15	Mon 3/23/15	162	Albert Lemke,Collections Team 1
189	0%	Collector Queue	1 day	Thu 2/26/15	Mon 3/2/15	163	Albert Lemke,Collections Team 2

ID	% omplet	Task Name	Duration	Start	Finish	Predec	Resource Names
190	0%	Police	1 day	Tue 3/24/15	Wed 3/25/15	185	Janie Moreno,Court Svcs Team 1
191	0%	FileNet	1 day	Tue 3/24/15	Wed 3/25/15	186	Janie Moreno,Court Svcs Team 2
192	0%	Credit Bureau	1 day	Tue 3/24/15	Wed 3/25/15	188	Albert Lemke,Collections Team 1
193	0%	CPOR	1 day	Wed 3/25/15	Thu 3/26/15	190	Janie Moreno,Court Svcs Team 1
194	0%	Photo Enforcement	1 day	Mon 4/13/15	Tue 4/14/15	180	Lenny Montanaro,Cust Svcs Team 2
195	0%	eCitation	1 day	Tue 4/14/15	Wed 4/15/15	187	Lenny Montanaro,Cust Svcs Team 1
196	**0%**	**Autodialer**	**1 day**	**Thu 3/26/15**	**Mon 3/30/15**	**192,19**	
197	0%	Outbound-Collections	1 day	Thu 3/26/15	Mon 3/30/15	189	Albert Lemke,Collections Team 2
198	0%	Outbound-Court Appearance Reminder	1 day	Thu 3/26/15	Mon 3/30/15	191	Janie Moreno,Court Svcs Team 2
199	0%	Inbound-Call Attempt History	1 day	Thu 3/26/15	Mon 3/30/15	192	Albert Lemke,Collections Team 1
200	0%	IVR	1 day	Thu 3/5/15	Mon 3/9/15	184	Albert Lemke,Janie Moreno,Lenny Montanaro
201	0%	ADRS	1 day	Thu 3/26/15	Mon 3/30/15	193	Janie Moreno,Court Svcs Team 1
202	0%	Lobby Monitor	1 day	Mon 3/30/15	Tue 3/31/15	198	Janie Moreno,Court Svcs Team 2
203	0%	Survey Extract	1 day	Tue 4/14/15	Wed 4/15/15	194	Lenny Montanaro,Cust Svcs Team 2
204	0%	Finance Data (Checkwriting)	1 day	Wed 4/15/15	Thu 4/16/15	195	Lenny Montanaro,Cust Svcs Team 1
205	0%	INTERFACE TESTING COMPLETE	0 days	Thu 4/16/15	Thu 4/16/15	183	
206	0%	USER ACCEPTANCE TESTING COMPLETE	1 day	Mon 4/20/15	Tue 4/21/15	105	
207	**0%**	**DATA CONVERSION TESTING**	**4 days**	**Mon 2/9/15**	**Wed 2/18/15**		
208	0%	System-to-System Case Comparison	1 wk	Mon 2/9/15	Wed 2/18/15	103	
209	0%	Edit Converted Cases	1 wk	Mon 2/9/15	Wed 2/18/15	103	
210	0%	Process Converted Cases Through Case Life Cycle	1 wk	Mon 2/9/15	Wed 2/18/15	103	
211	0%	DATA CONVERSION TESTING COMPLETE	0 days	Wed 2/18/15	Wed 2/18/15	207	
212	**0%**	**TECHNICAL TESTING**	**4 days**	**Mon 2/9/15**	**Wed 2/18/15**		
213	0%	Load Balancing	1 wk	Mon 2/9/15	Wed 2/18/15	103	
214	0%	Failover	1 wk	Mon 2/9/15	Wed 2/18/15	103	
215	0%	TECHNICAL TESITNG COMPLETE	1 day	Wed 2/18/15	Thu 2/19/15	212	
216	0%	TESTING COMPLETE	1 day	Tue 4/21/15	Wed 4/22/15	104	
217	**0%**	**DAY 1 MOVE TO PRODUCTION**	**27 days**	**Tue 4/21/15**	**Thu 6/18/15**		
218	**0%**	**TRAINING**	**17 days**	**Tue 4/21/15**	**Thu 5/28/15**		
219	**0%**	**Develop Training Materials**	**17 days**	**Tue 4/21/15**	**Thu 5/28/15**		
220	0%	Develop Training Plan	1 day	Tue 4/21/15	Wed 4/22/15	206	
221	0%	Develop Training Materials	2 wks	Wed 4/22/15	Mon 5/11/15	220	
222	0%	Develop Policy and Procedure Documentation	2 wks	Mon 5/11/15	Thu 5/28/15	221	
223	0%	Training Materials Completed	0 days	Thu 5/28/15	Thu 5/28/15	219	
224	0%	Conduct User Training	2 wks	Wed 4/22/15	Mon 5/11/15	216	
225	0%	TRAINING COMPLETE	0 days	Thu 5/28/15	Thu 5/28/15	218	
226	**0%**	**MAINFRAME CLOSEOUT TASKS**	**1 day**	**Thu 5/28/15**	**Mon 6/1/15**	**216,22**	
227	0%	Turn Off Collection Agency	1 day	Thu 5/28/15	Mon 6/1/15		

ID	% omplet	Task Name	Duration	Start	Finish	Predec	Resource Names
228	0%	Recall Credit Bureau Cases	1 day	Thu 5/28/15	Mon 6/1/15		
229	0%	Turn Off Tax Intercept Program	1 day	Thu 5/28/15	Mon 6/1/15		
230	0%	Run Final Mainframe Batch Jobs	1 day	Thu 5/28/15	Mon 6/1/15		
231	0%	Execution and Final Validation of Mainframe Batch J	1 day	Thu 5/28/15	Mon 6/1/15		
232	0%	Develop Plan for Migrating Required Dispatch Repo	1 day	Thu 5/28/15	Mon 6/1/15		
233	0%	Migrate Required Dispatch Reports	1 day	Thu 5/28/15	Mon 6/1/15		
234	0%	Set ACIST Security to Read-Only	1 day	Thu 5/28/15	Mon 6/1/15		
235	0%	Turn Off Batch Processing	1 day	Thu 5/28/15	Mon 6/1/15		
236	0%	MAINFRAME CLOSEOUT TASKS COMPLETE	1 day	Mon 6/1/15	Tue 6/2/15	226	
237	**0%**	**DAY 1 GO LIVE**	**8 days**	**Wed 6/3/15**	**Thu 6/18/15**	**216,22**	
238	0%	Conversion Production Run	1 day	Wed 6/3/15	Thu 6/4/15		
239	0%	Conversion Data Review	1 day	Thu 6/4/15	Mon 6/8/15	238	
240	0%	Download for ACIST Historical Access	1 day	Mon 6/8/15	Tue 6/9/15	239	
241	0%	Move Users to Production System	1 day	Tue 6/9/15	Wed 6/10/15	240	
242	0%	Support Users in Production System	1 wk	Thu 6/11/15	Thu 6/18/15	241	
243	0%	DAY 1 GO LIVE COMPLETE	0 days	Thu 6/18/15	Thu 6/18/15	237	
244	0%	DAY 1 MOVE TO PRODUCTION COMPLETE	0 days	Thu 6/18/15	Thu 6/18/15	217	
245	0%	EXECUTION DAY 1 COMPLETE	1 day	Mon 6/22/15	Tue 6/23/15	50	
246	**0%**	**EXECUTION - DAY 2**	**3 days**	**Mon 6/22/15**	**Thu 6/25/15**	**244**	
247	0%	FULL GAP ANALYSIS	1 day	Mon 6/22/15	Tue 6/23/15		
248	0%	FULL GAP ANALYSIS COMPLETE	1 day	Tue 6/23/15	Wed 6/24/15	247	
249	0%	DEVELOPMENT & UNIT TESTING	1 day	Mon 6/22/15	Tue 6/23/15		
250	0%	DEVELOPENT & UNIT TESTING COMPLETE	1 day	Tue 6/23/15	Wed 6/24/15	249	
251	0%	CONFIGURATION	1 day	Mon 6/22/15	Tue 6/23/15		
252	0%	CONFIGURATION COMPLETE	1 day	Tue 6/23/15	Wed 6/24/15	251	
253	0%	TESTING	1 day	Mon 6/22/15	Tue 6/23/15		
254	0%	TESTING COMPLETE	1 day	Tue 6/23/15	Wed 6/24/15	253	
255	**0%**	**DAY 2 MOVE TO PRODUCTION**	**2 days**	**Mon 6/22/15**	**Wed 6/24/15**		
256	0%	TRAINING	1 day	Mon 6/22/15	Tue 6/23/15		
257	0%	TRAINING COMLETE	1 day	Tue 6/23/15	Wed 6/24/15	256	
258	0%	DAY 2 GO LIVE	1 day	Mon 6/22/15	Tue 6/23/15		
259	0%	DAY 2 GO LIVE COMPLETE	1 day	Tue 6/23/15	Wed 6/24/15	258	
260	0%	DAY 2 MOVE TO PRODUCTION COMPLETE	1 day	Wed 6/24/15	Thu 6/25/15	255	
261	0%	EXECUTION DAY 2 COMPLETE	1 day	Thu 6/25/15	Mon 6/29/15	246	



Project: MMC Themis CMS Implemen
Date: Tue 9/23/14

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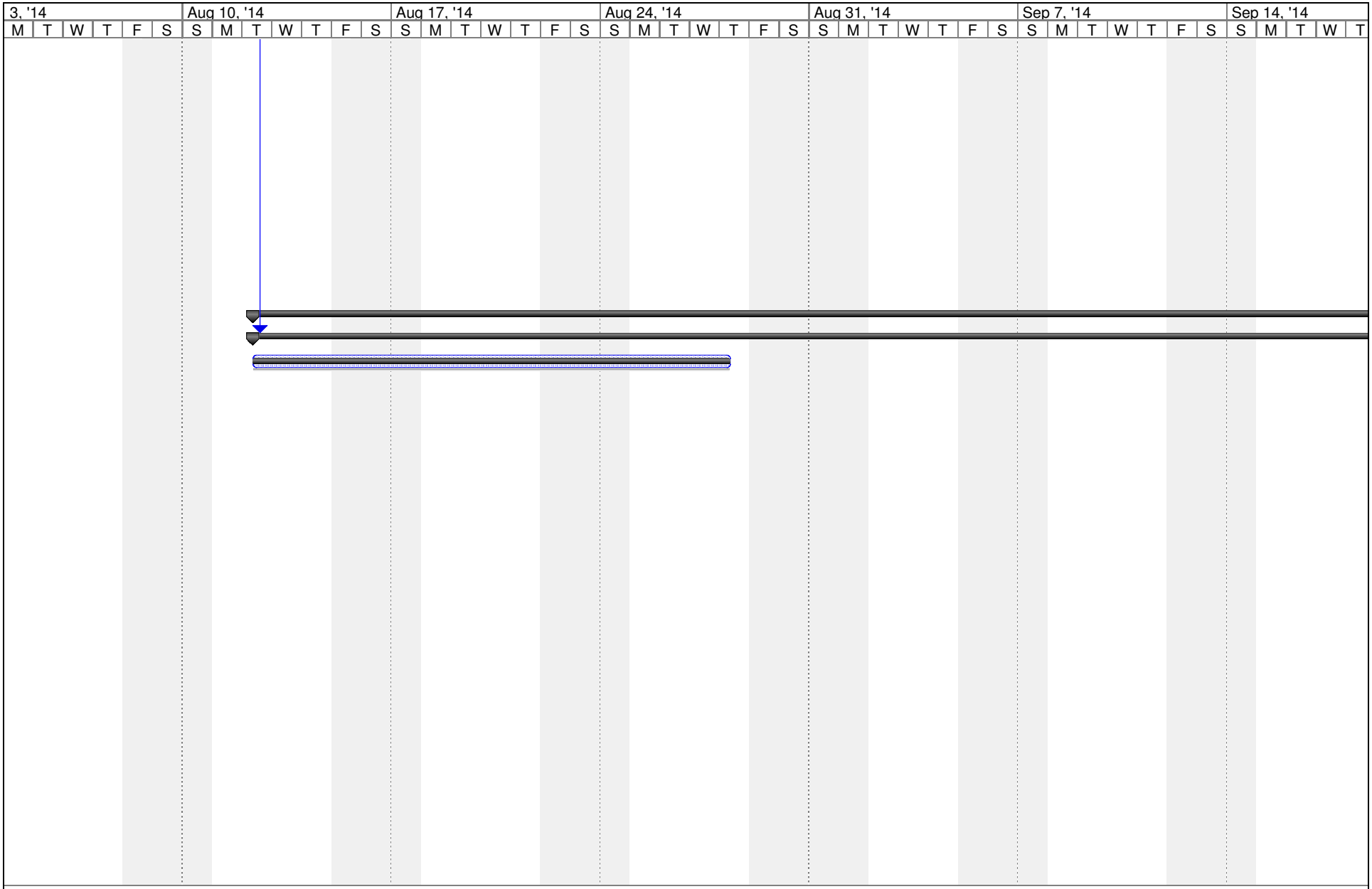

Project: MMC Themis CMS Implemen
Date: Tue 9/23/14

Task	Milestone	External Tasks
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Project: MMC Themis CMS Implemen
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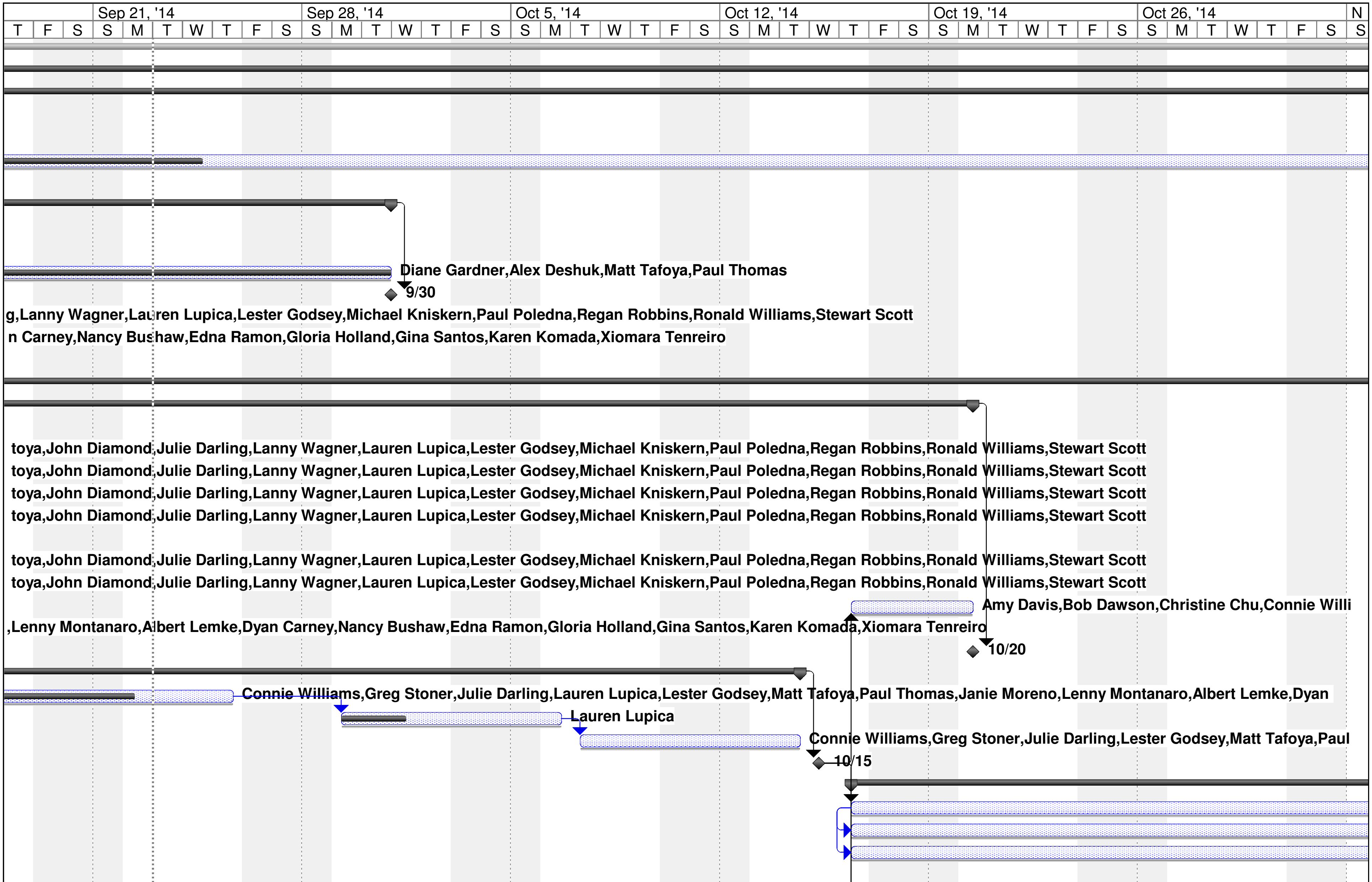

Project: MMC Themis CMS Implemen
Date: Tue 9/23/14

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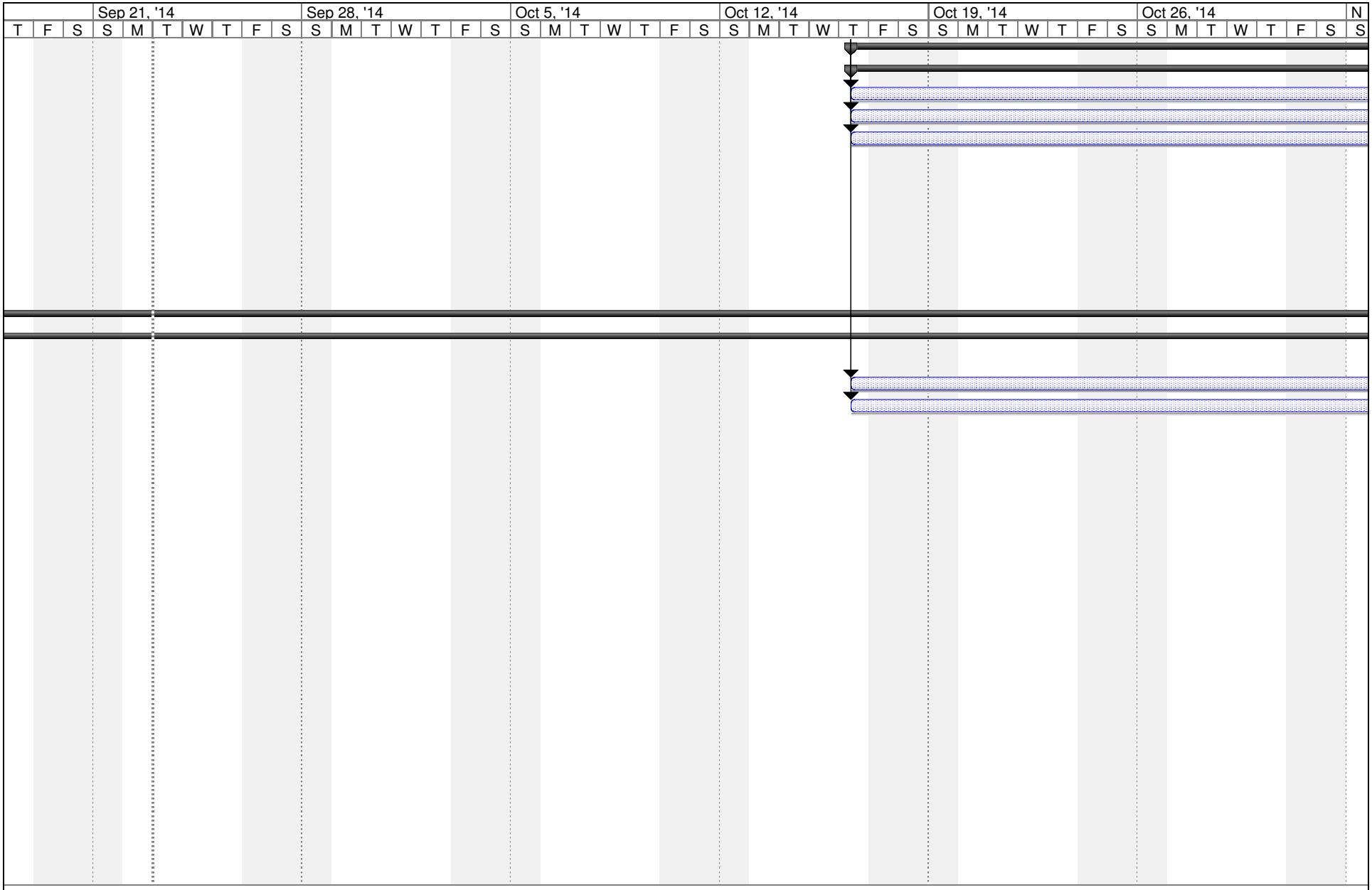
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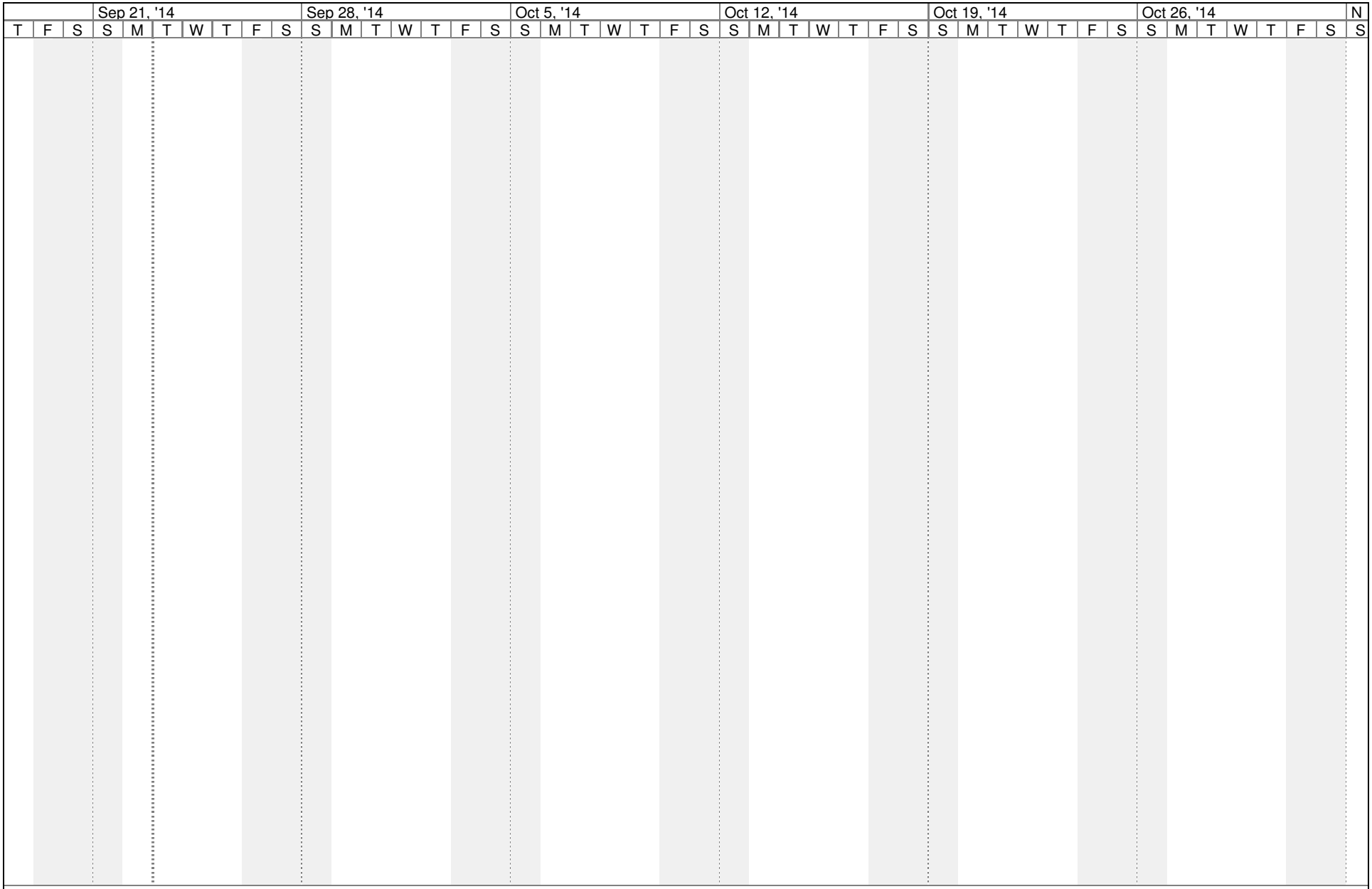
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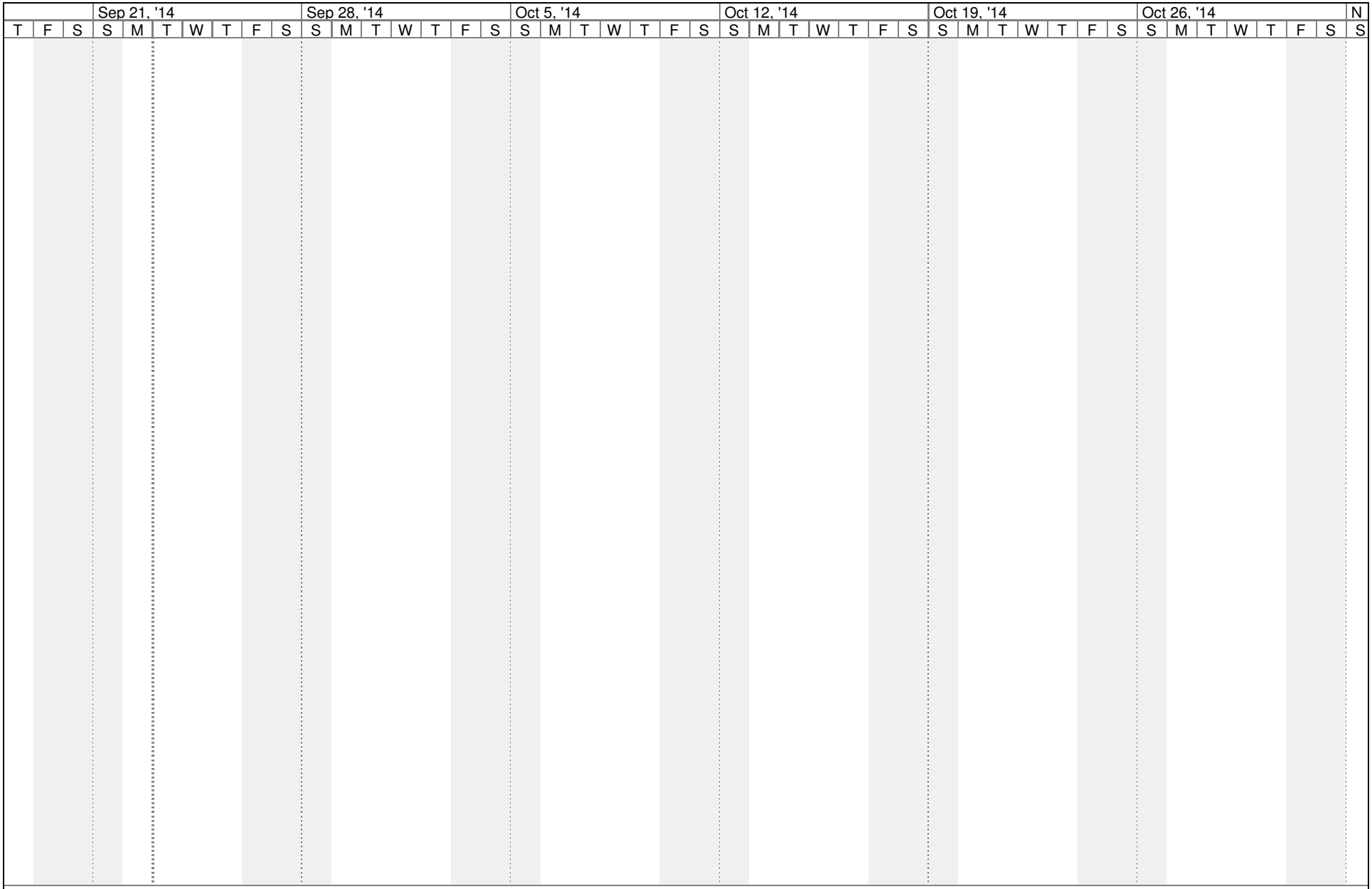

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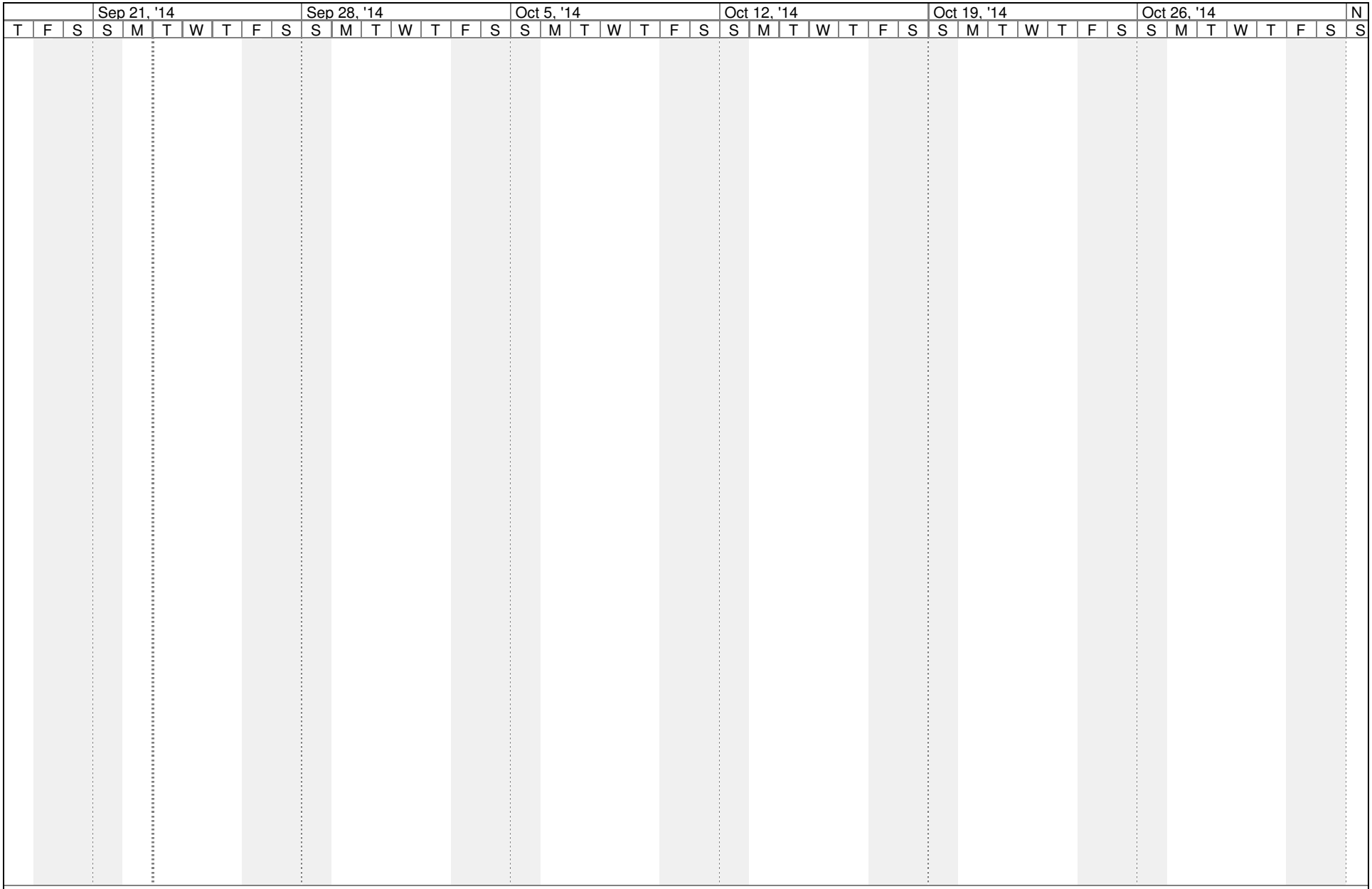
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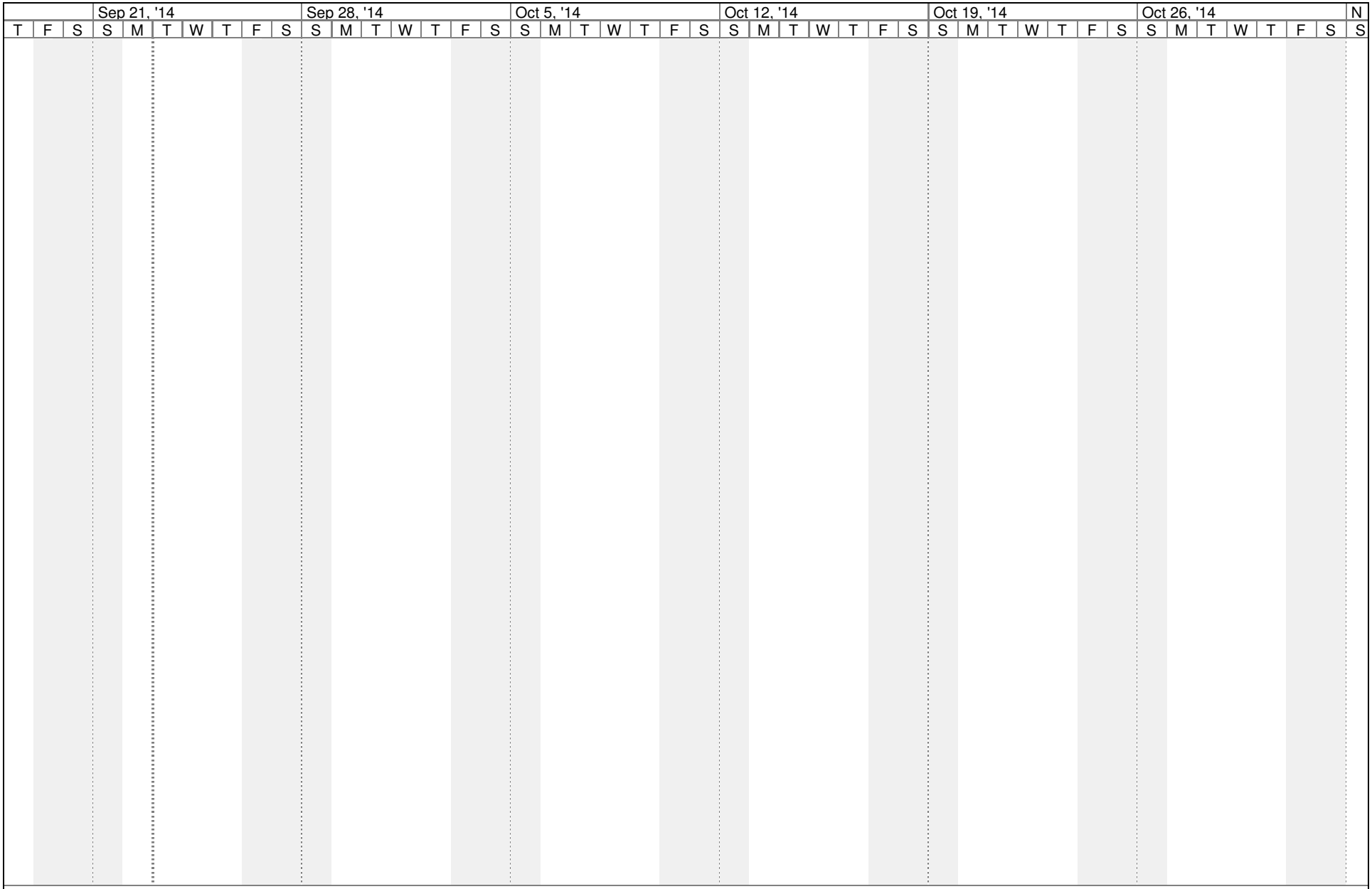
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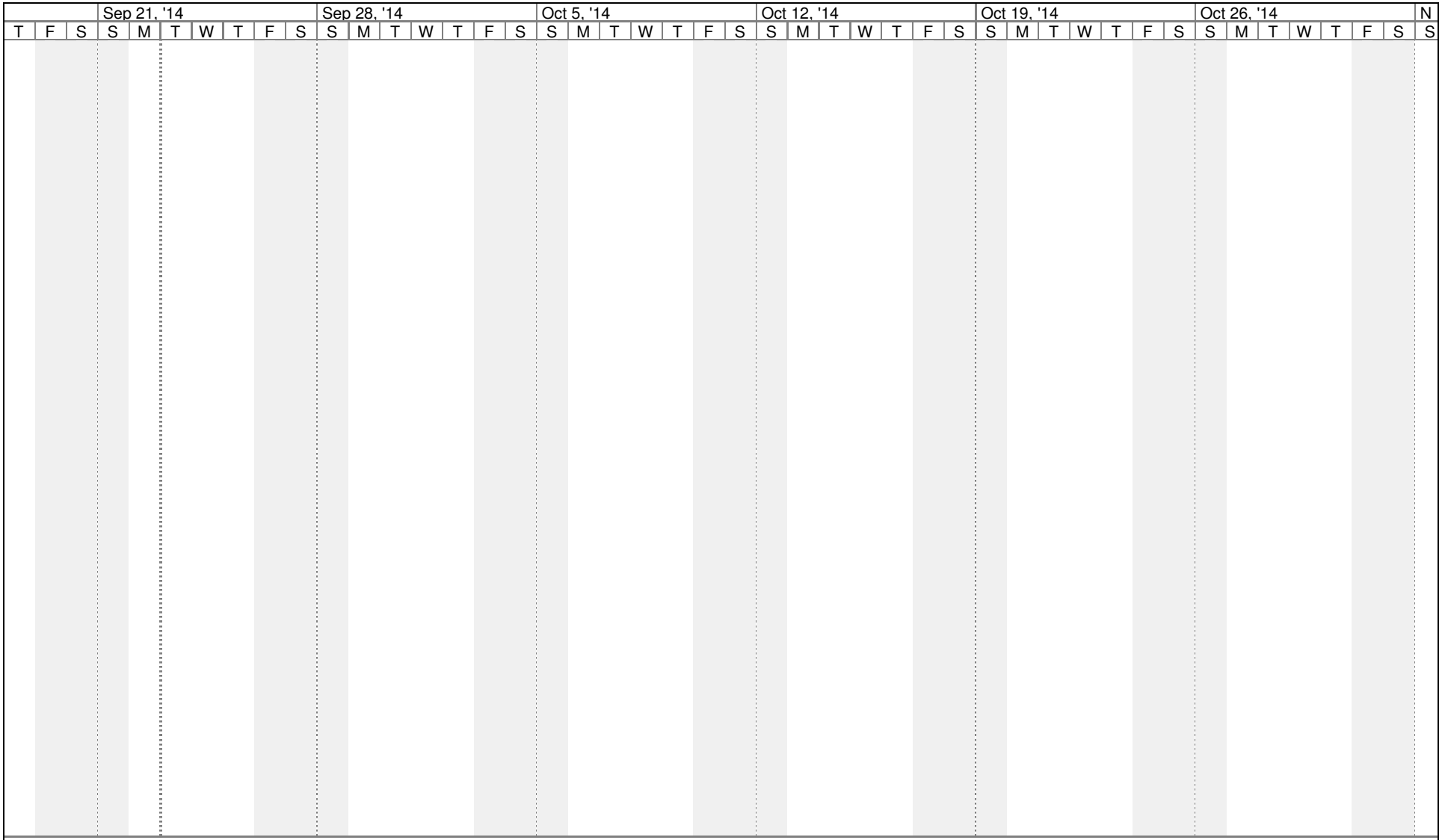
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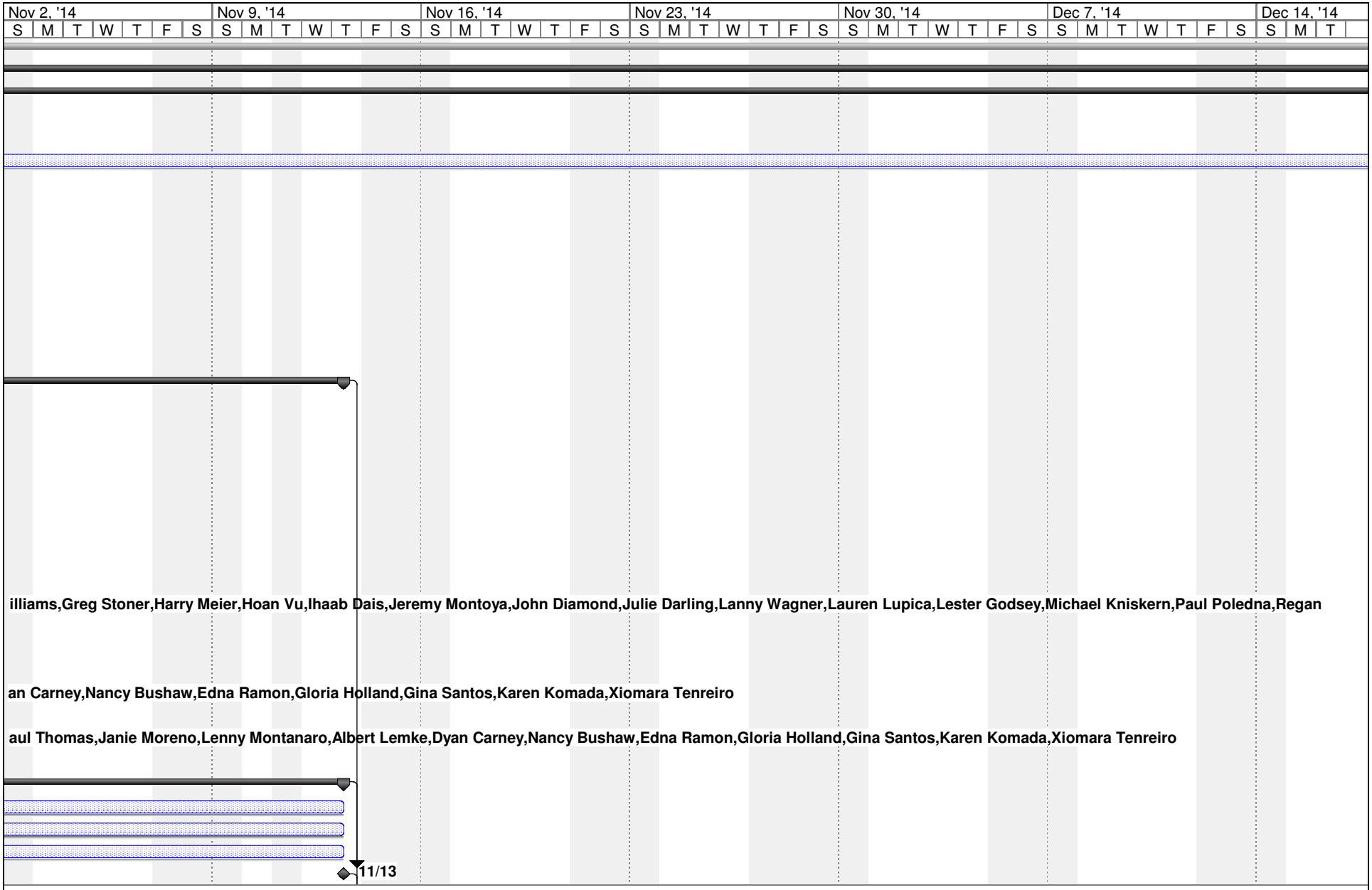

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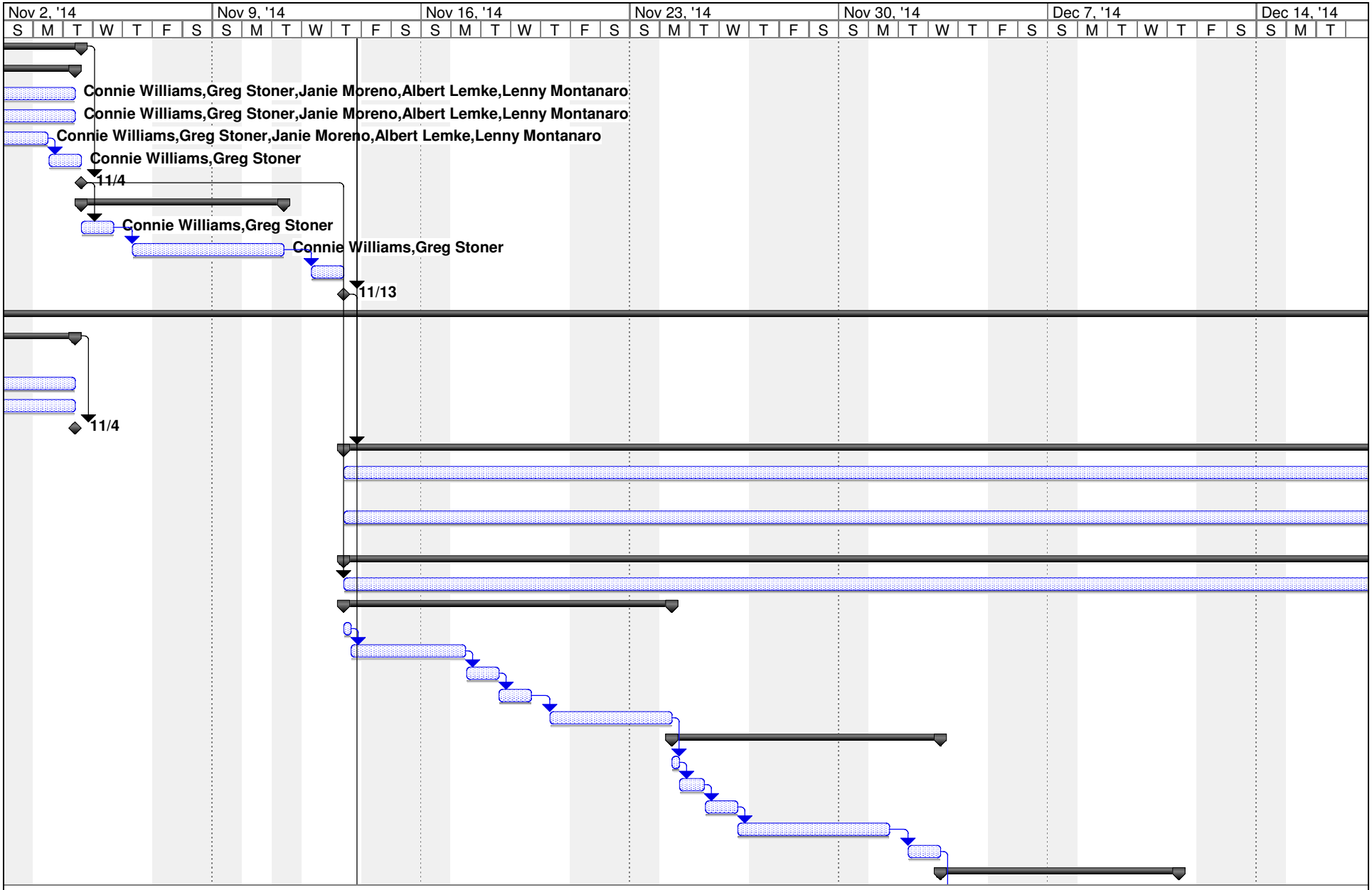

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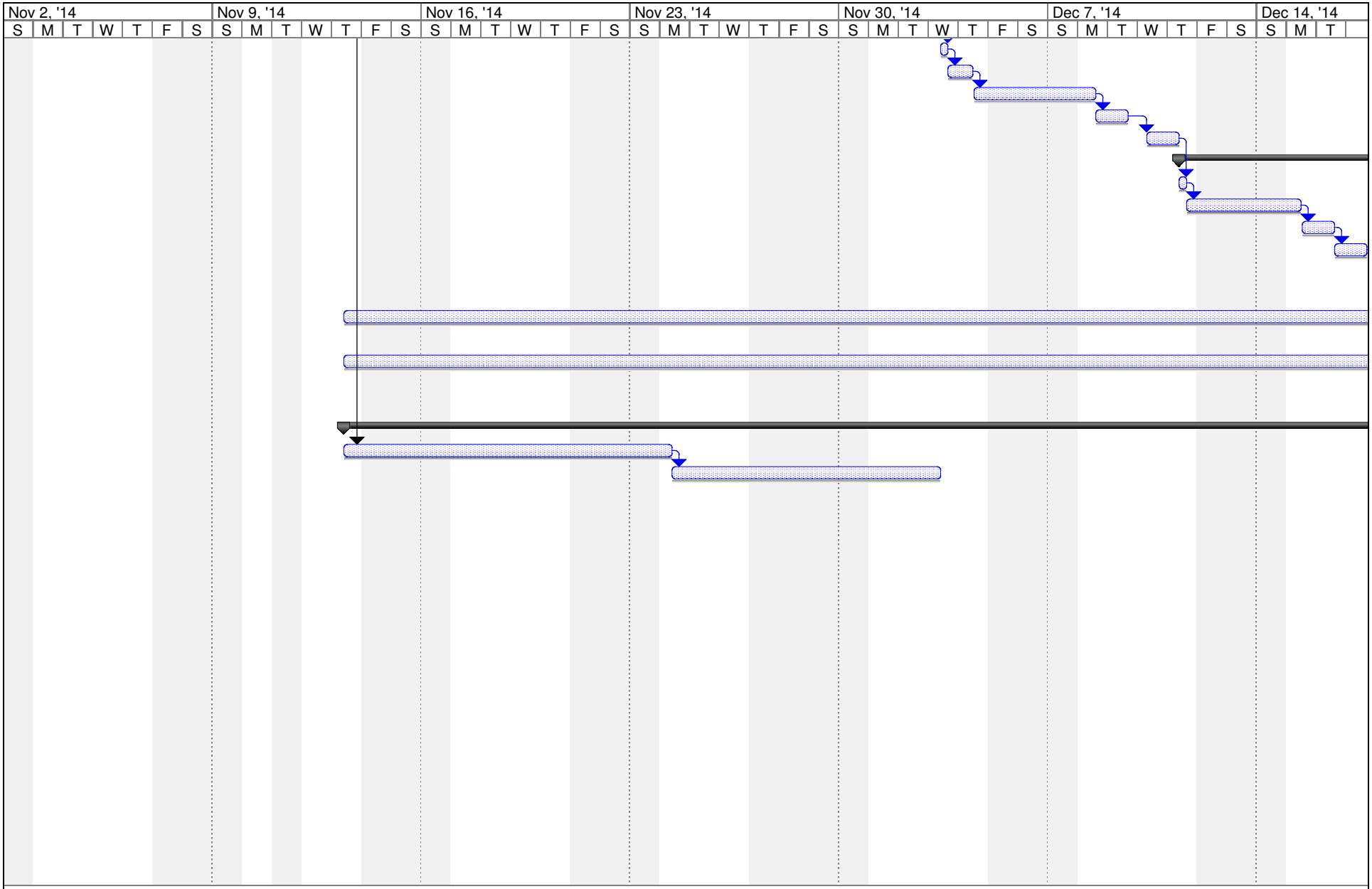

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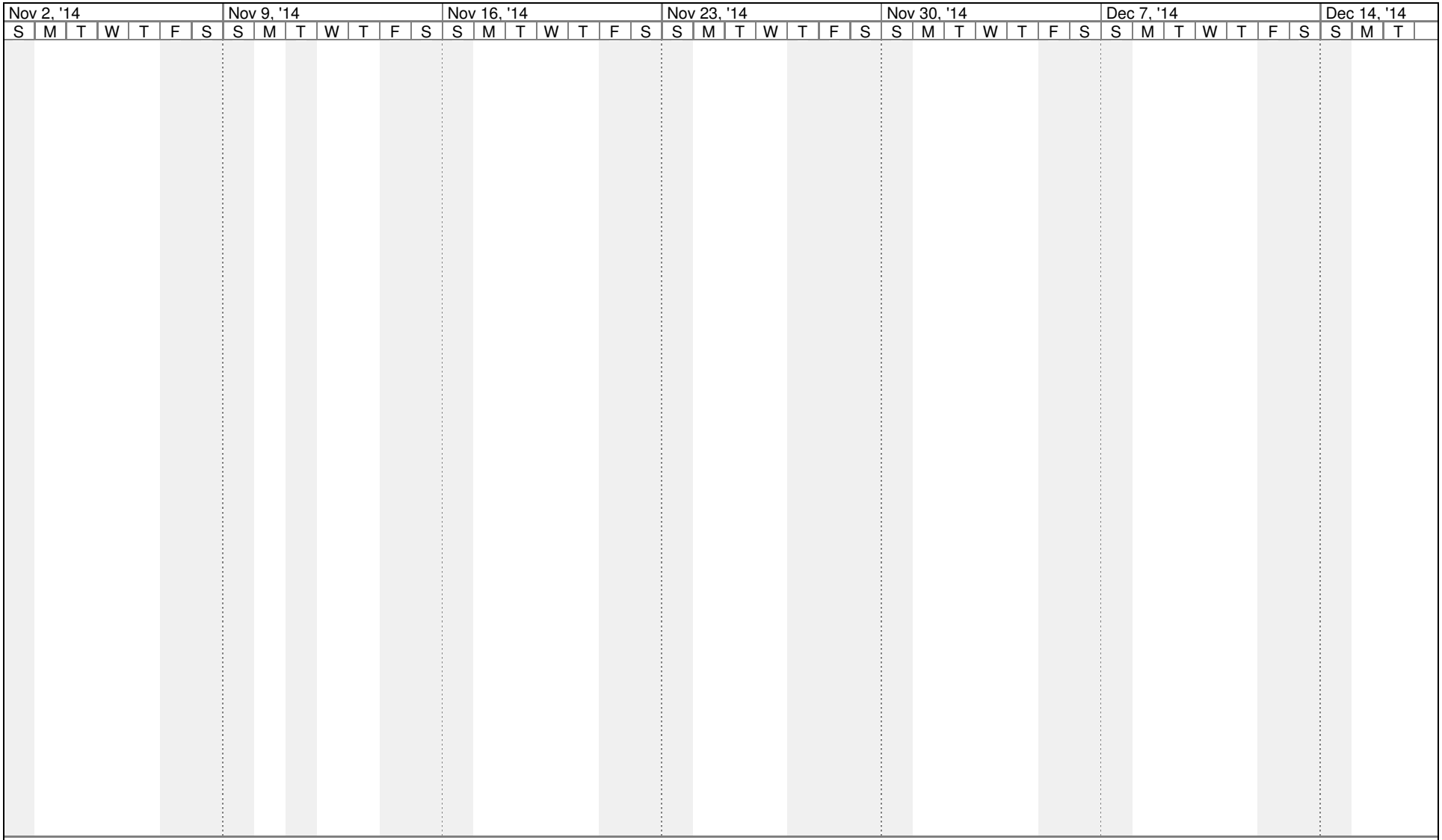
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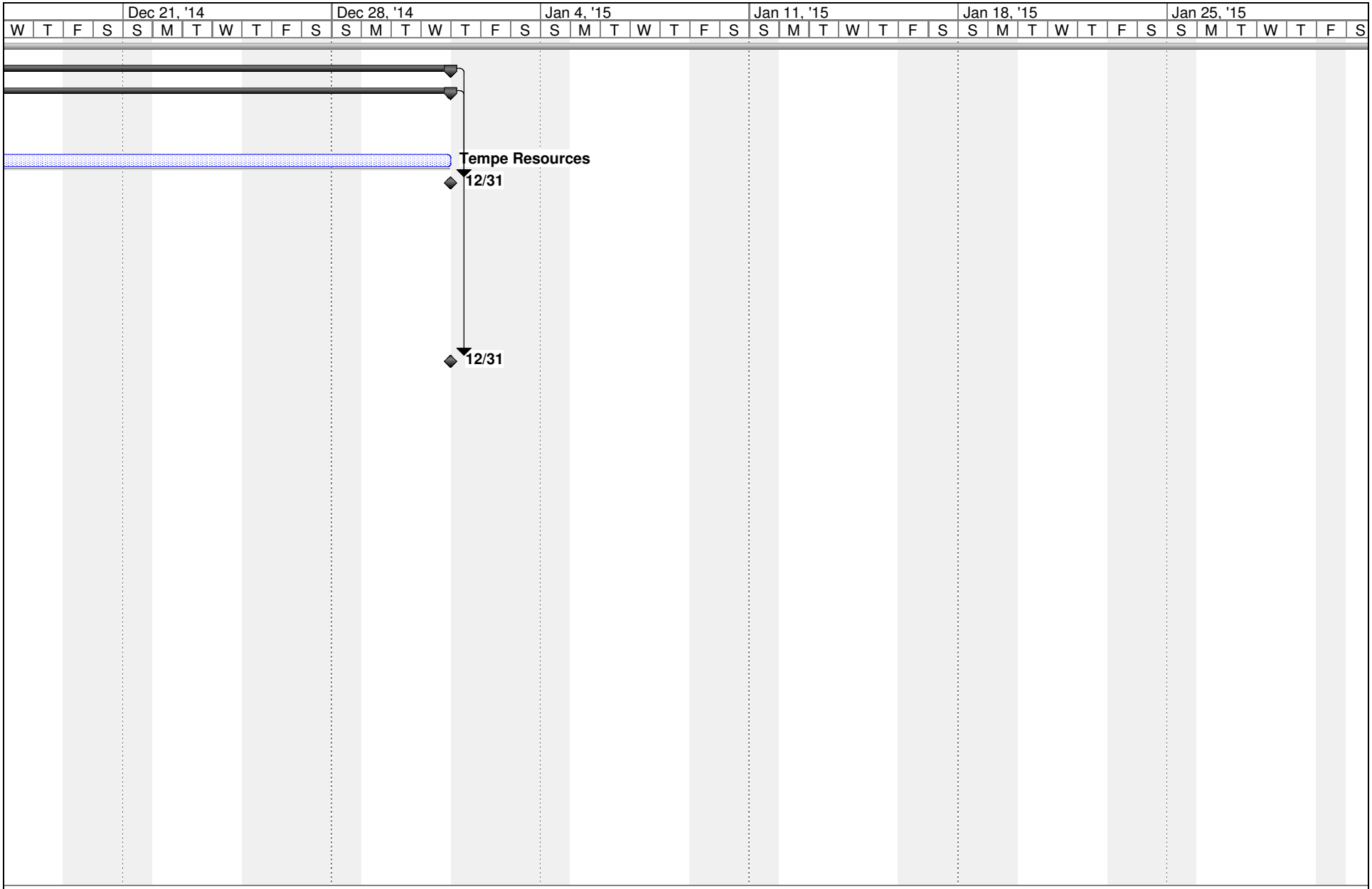

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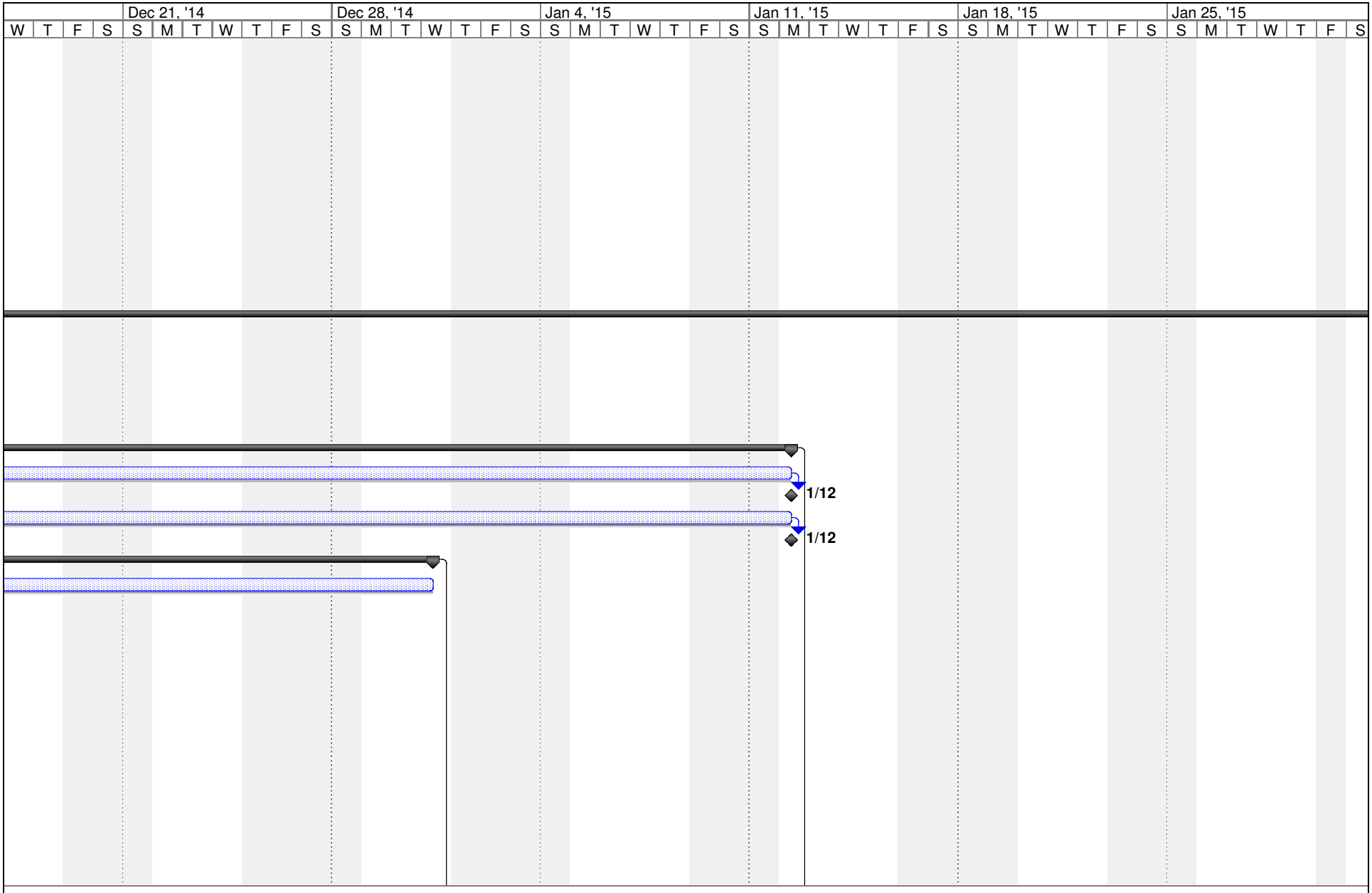

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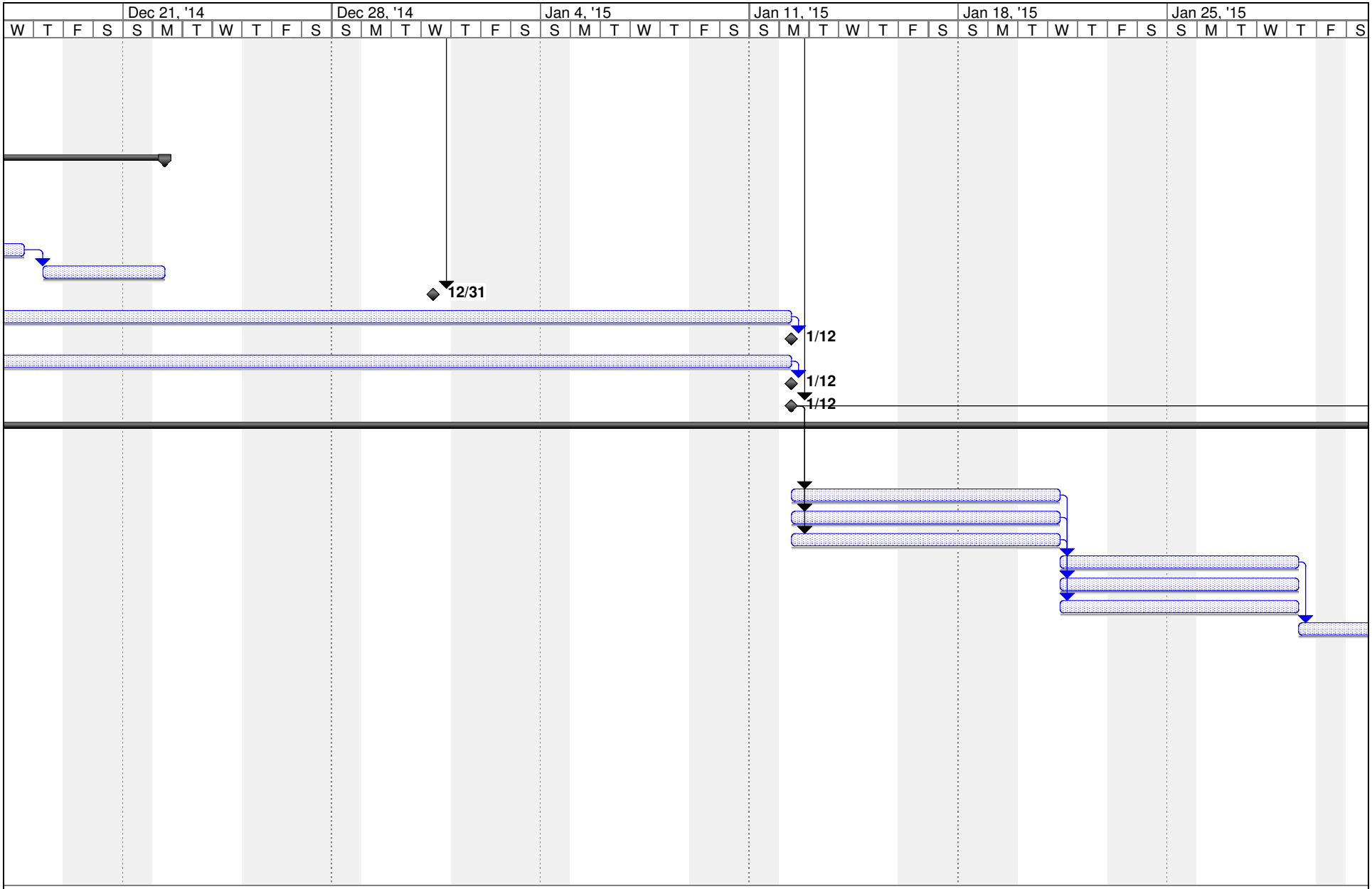

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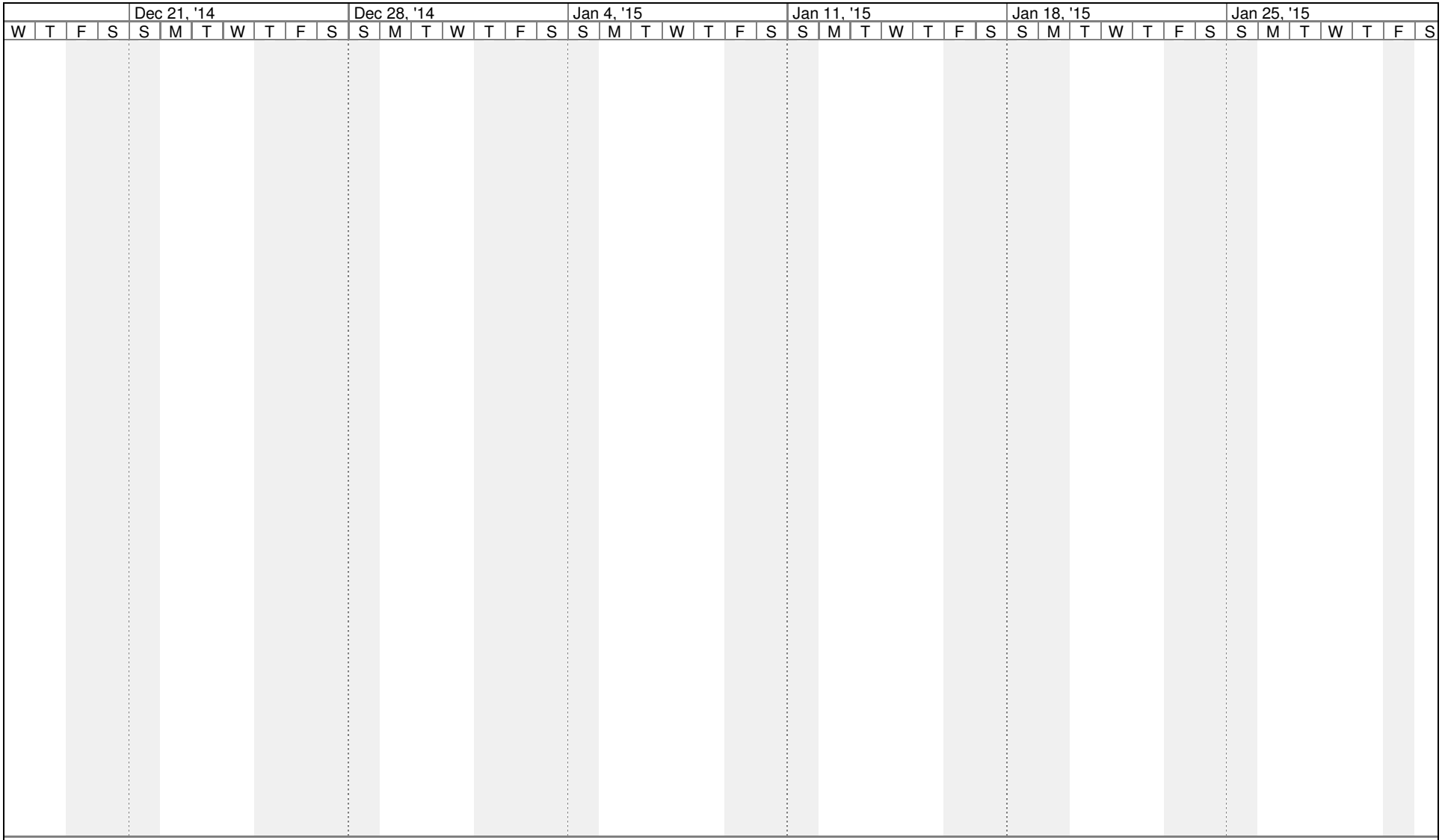
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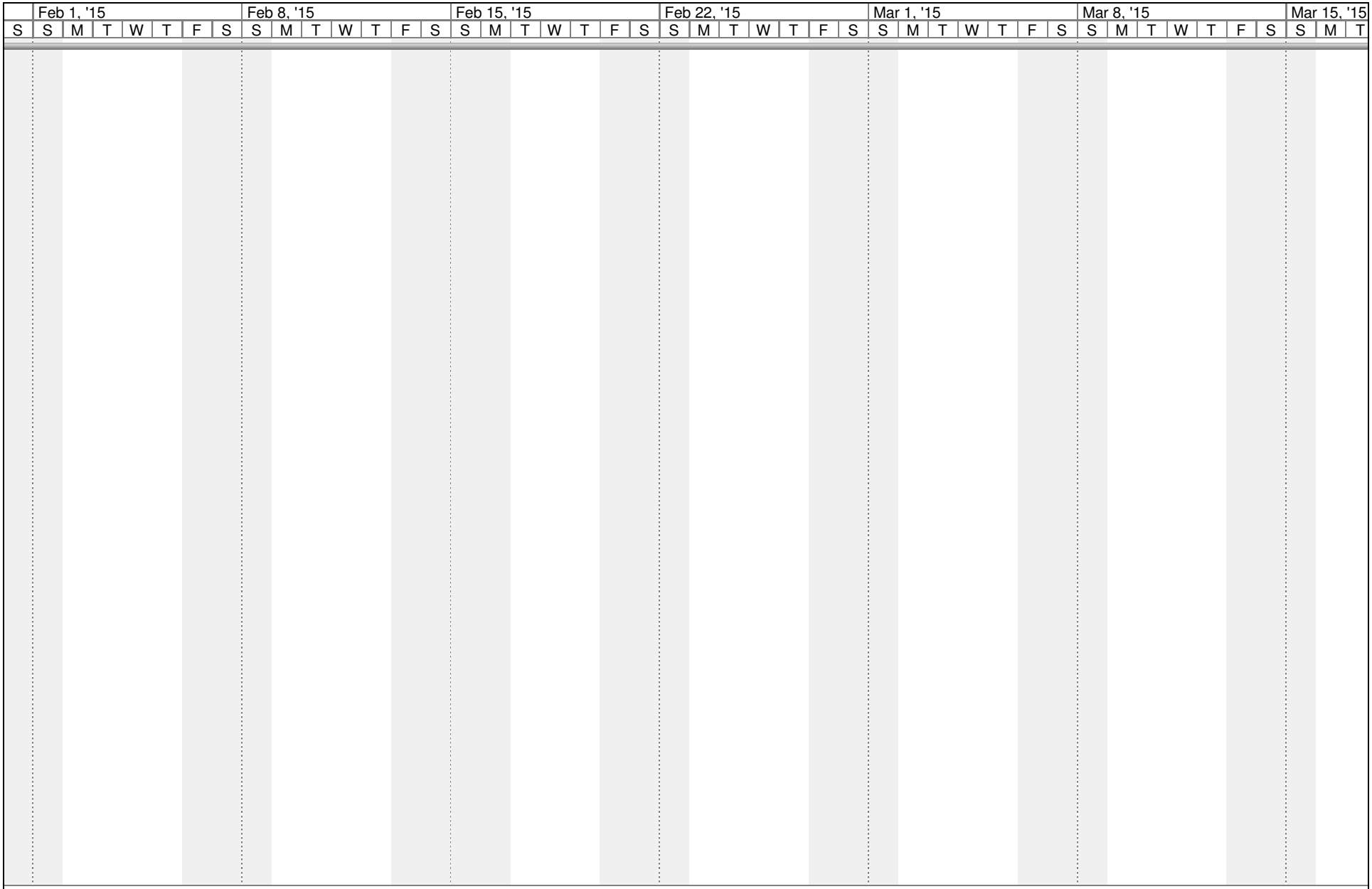

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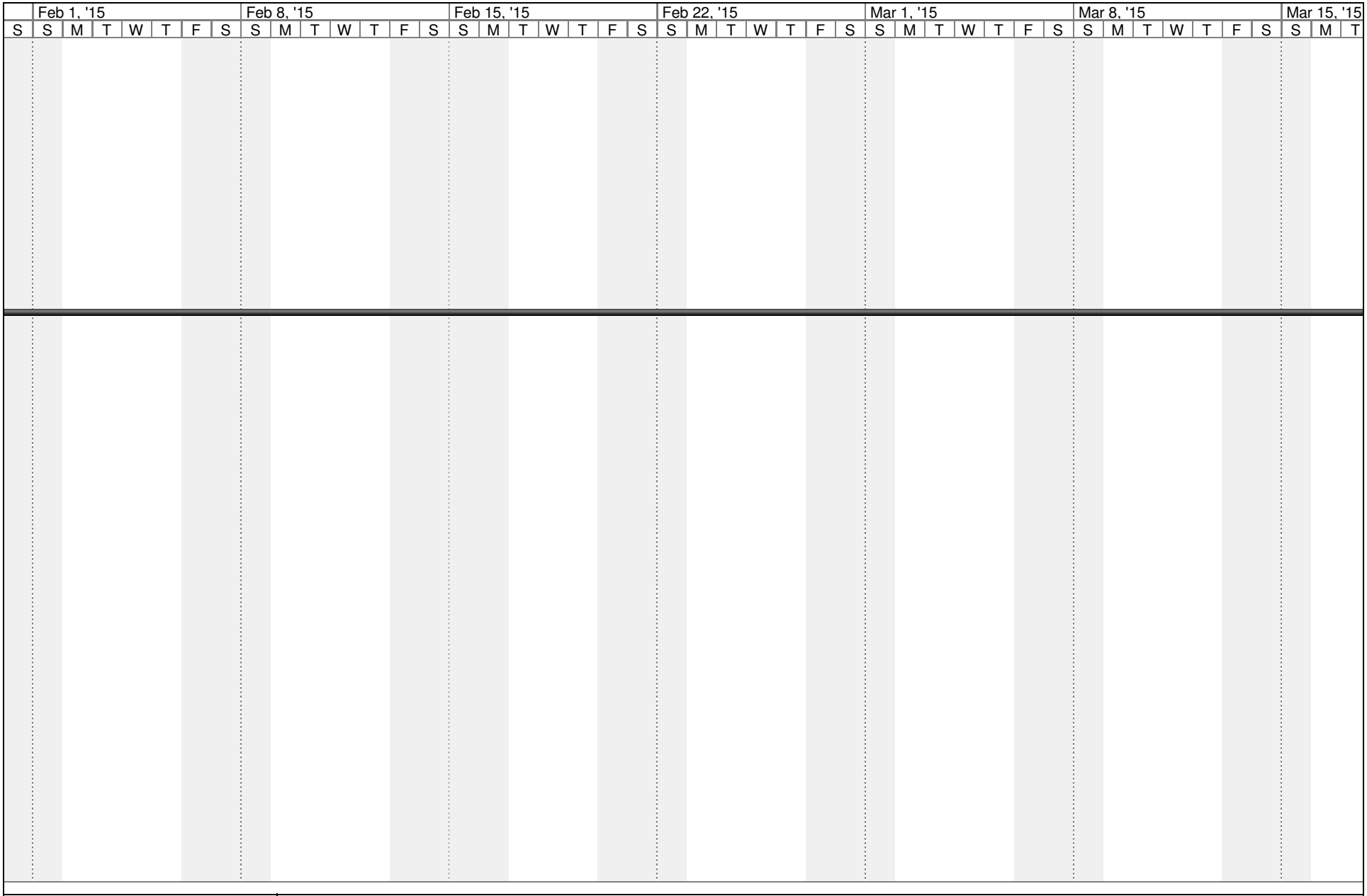

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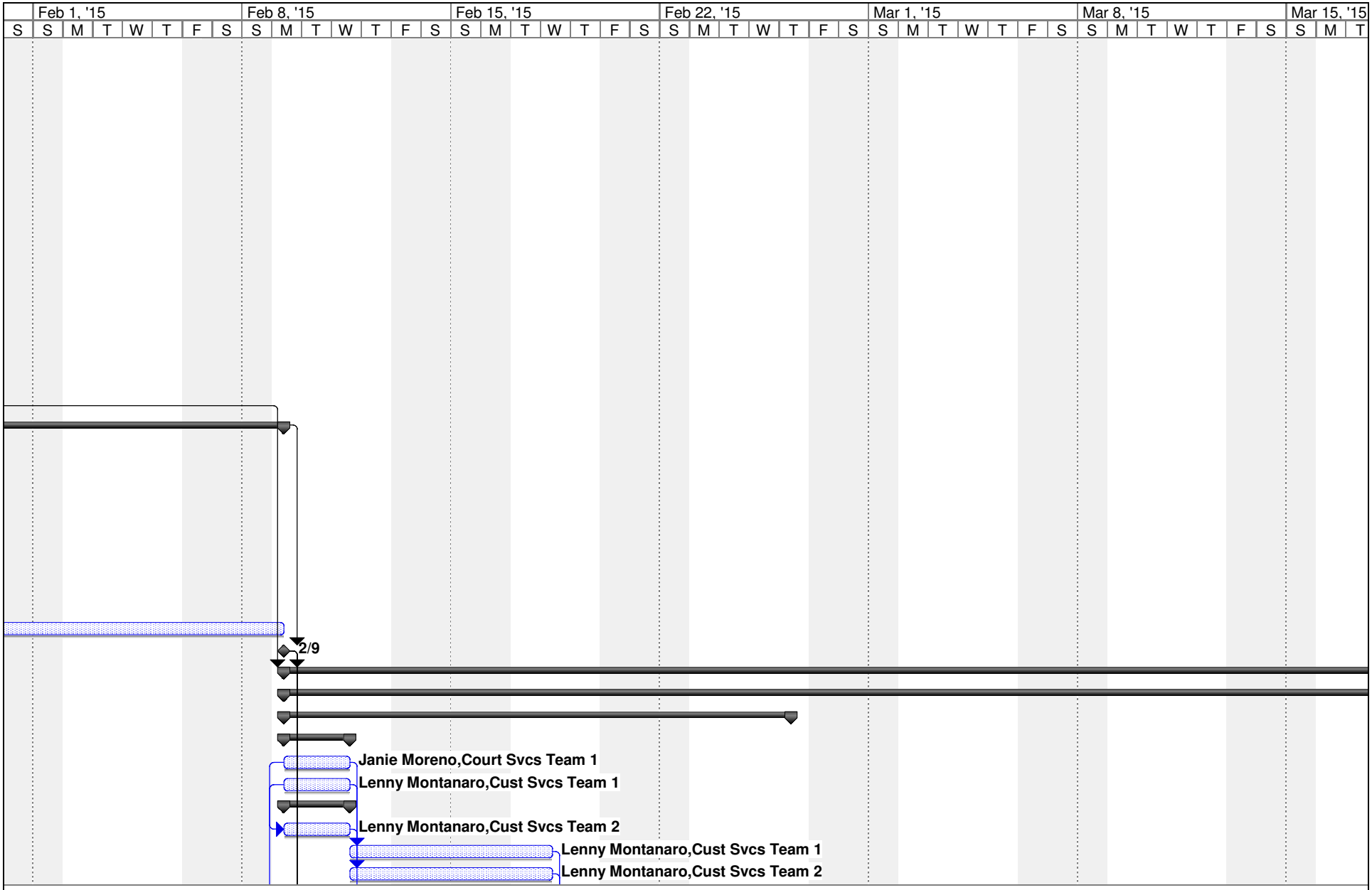

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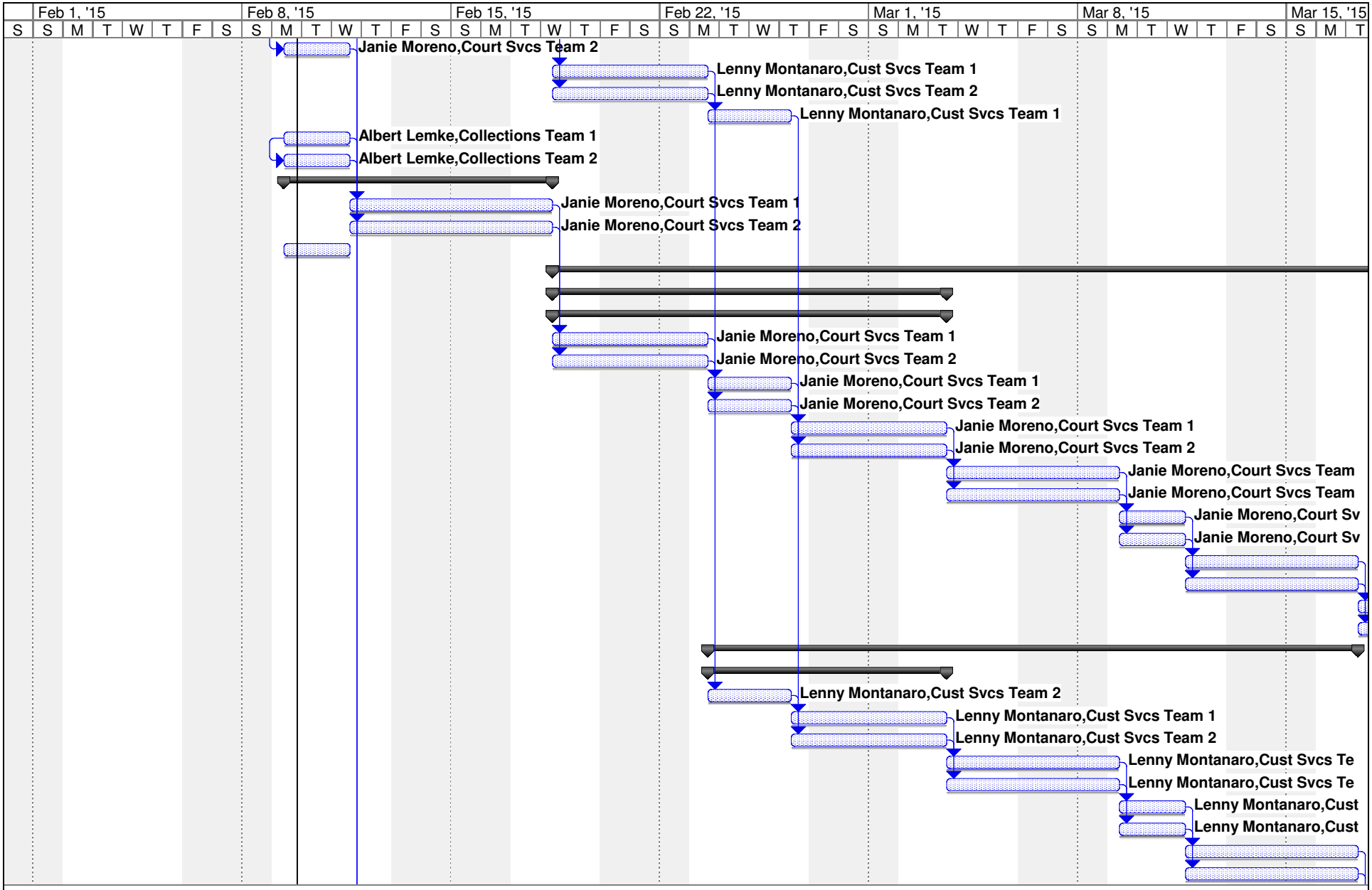

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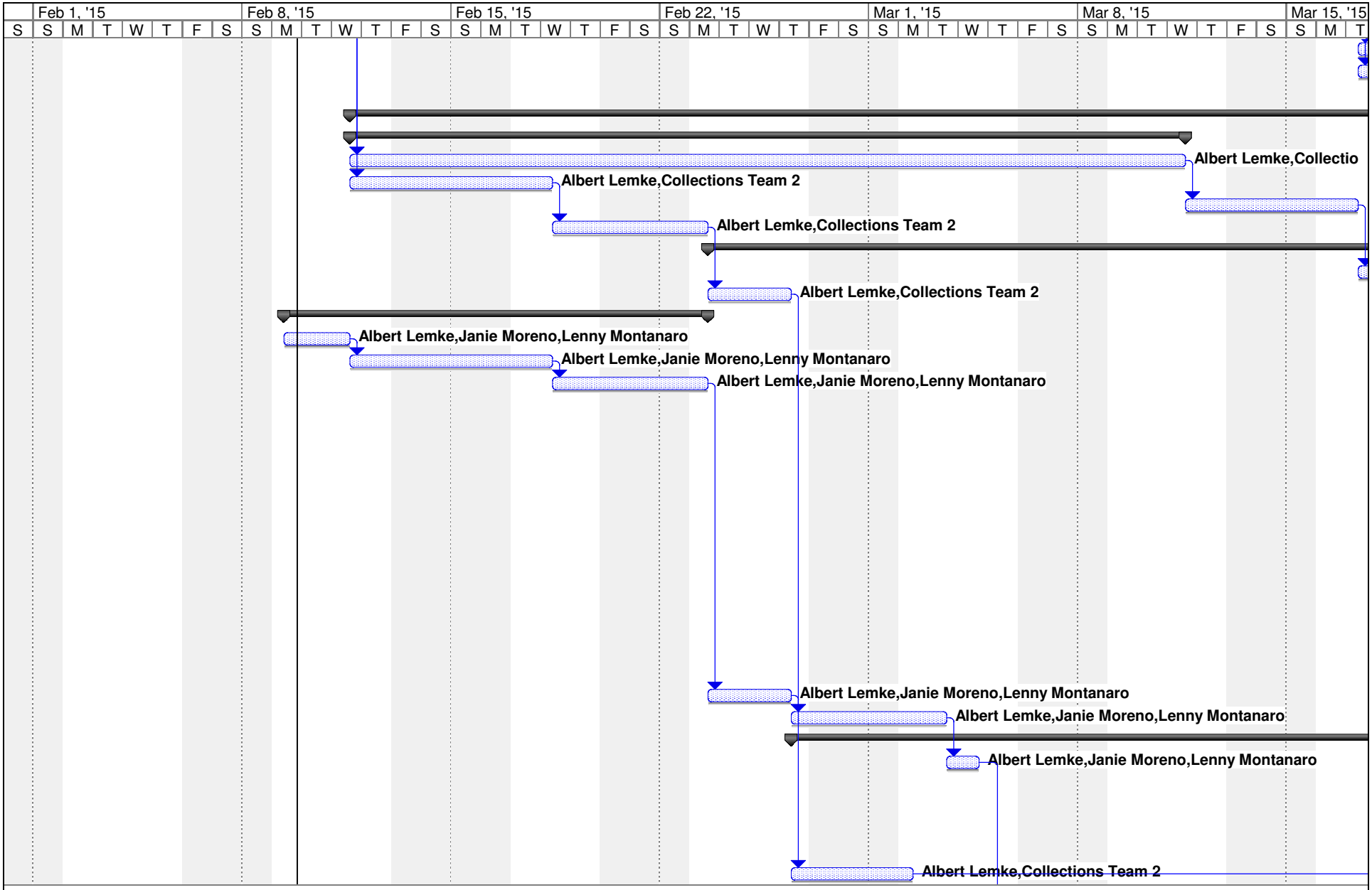

Project: MMC Themis CMS Implemen
Date: Tue 9/23/14

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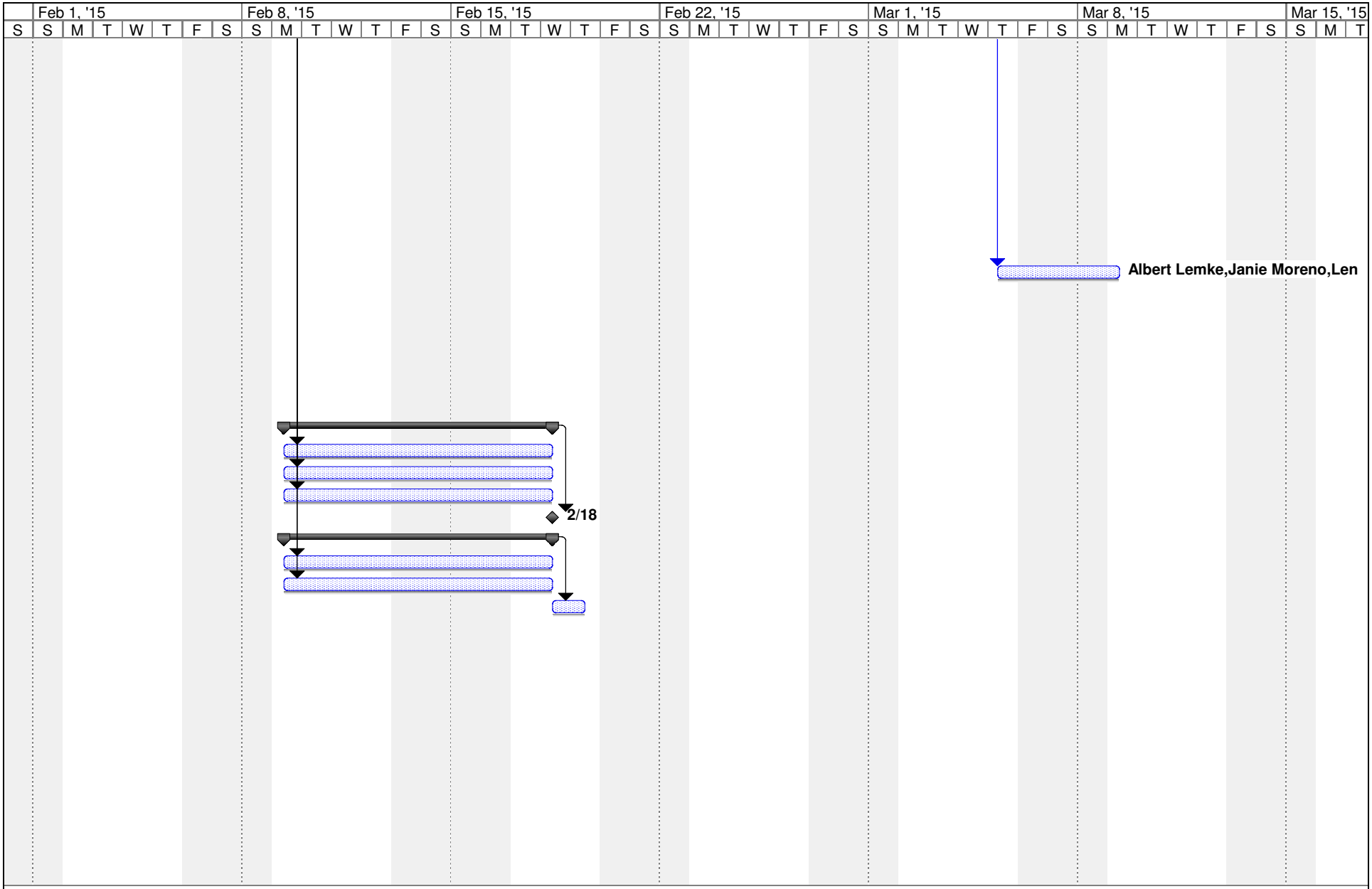

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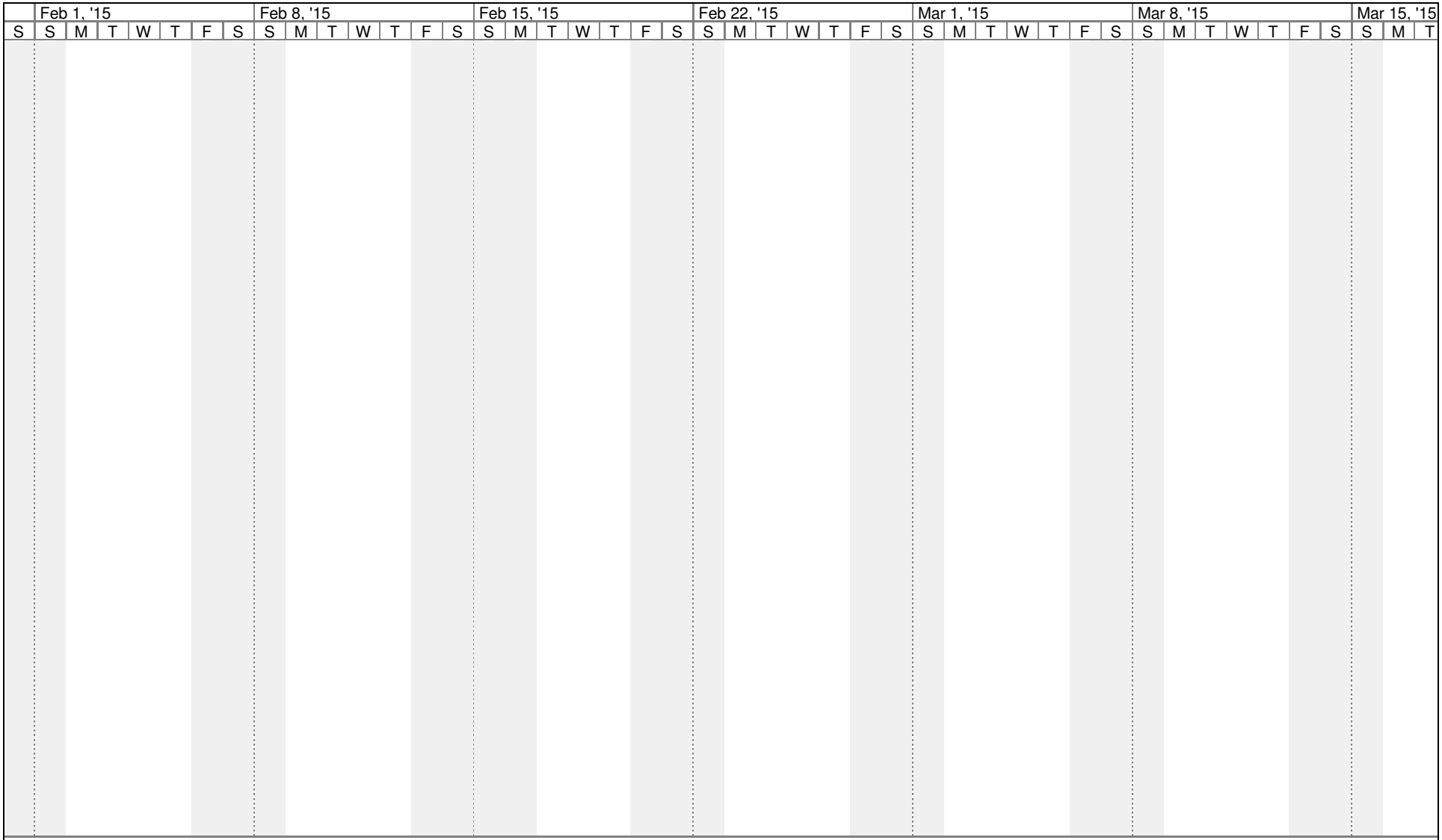

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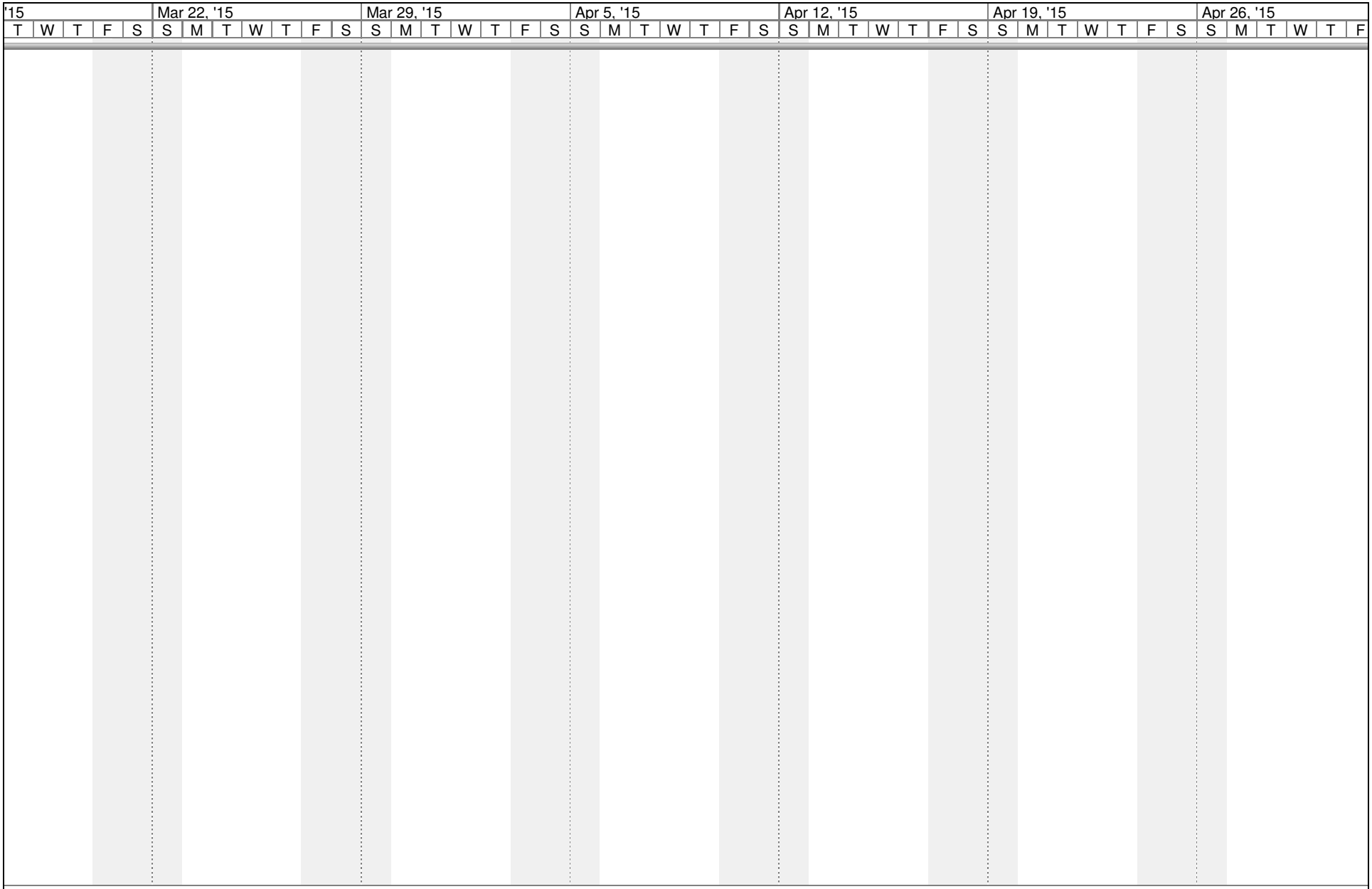

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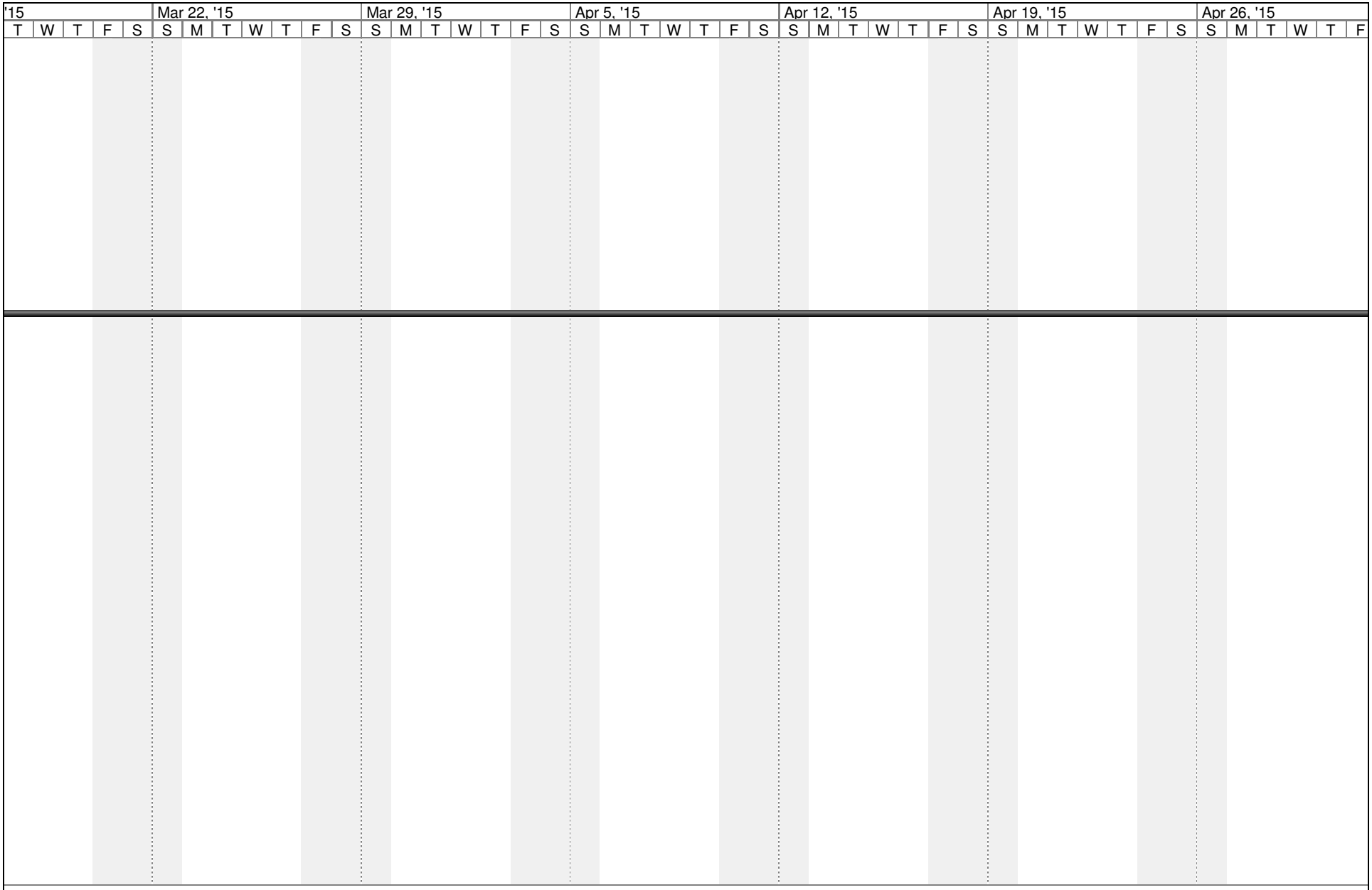

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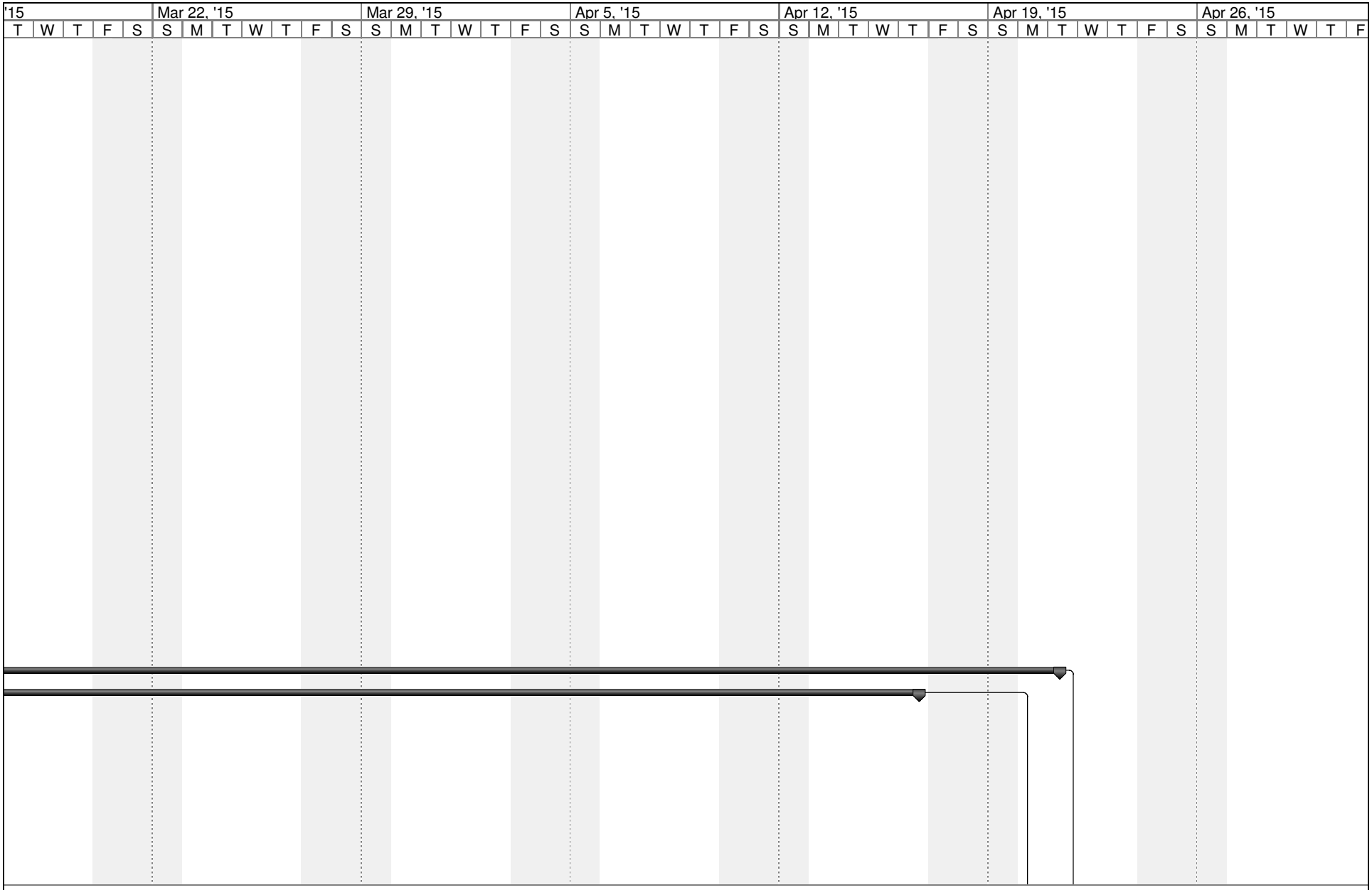
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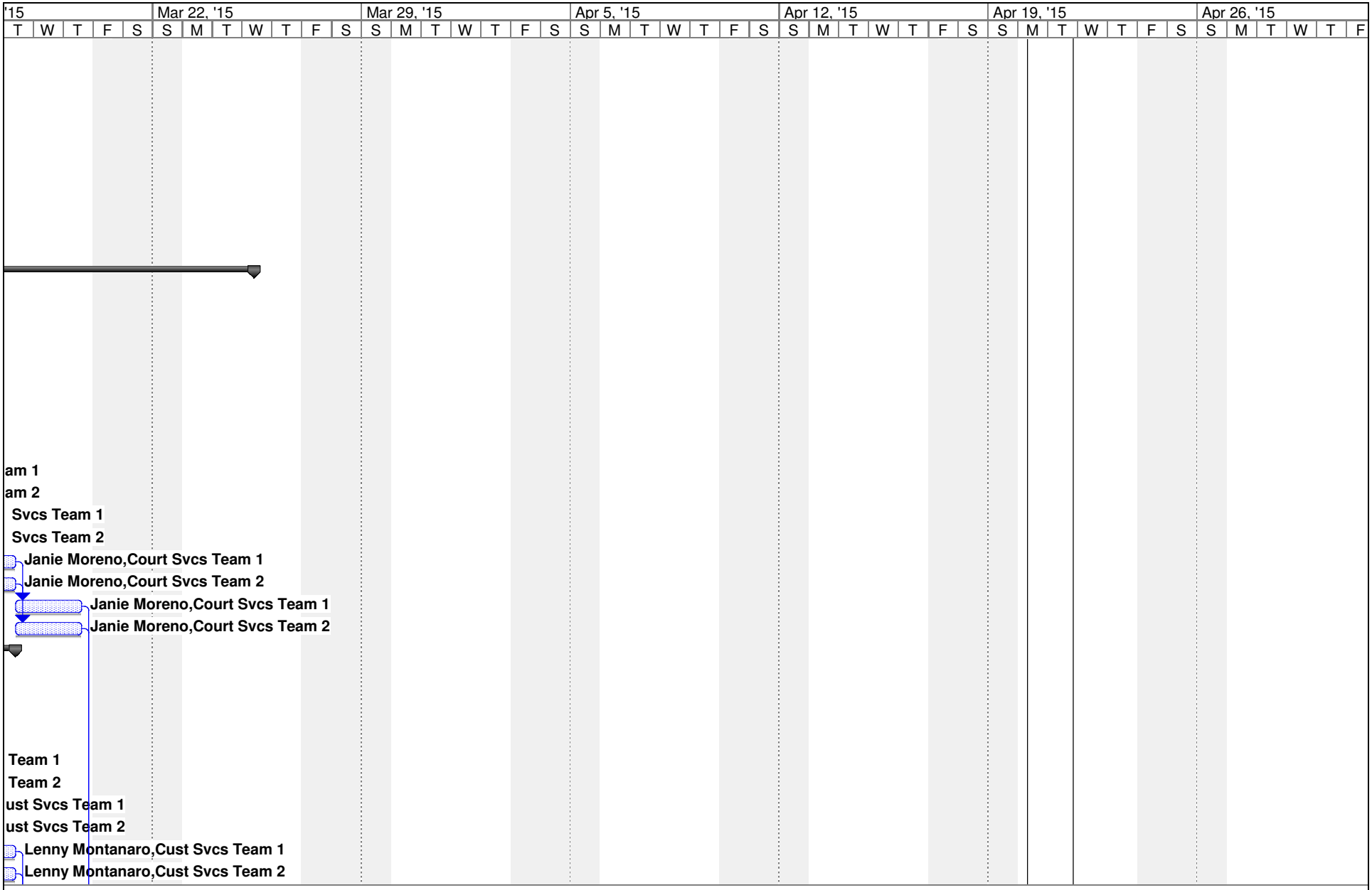

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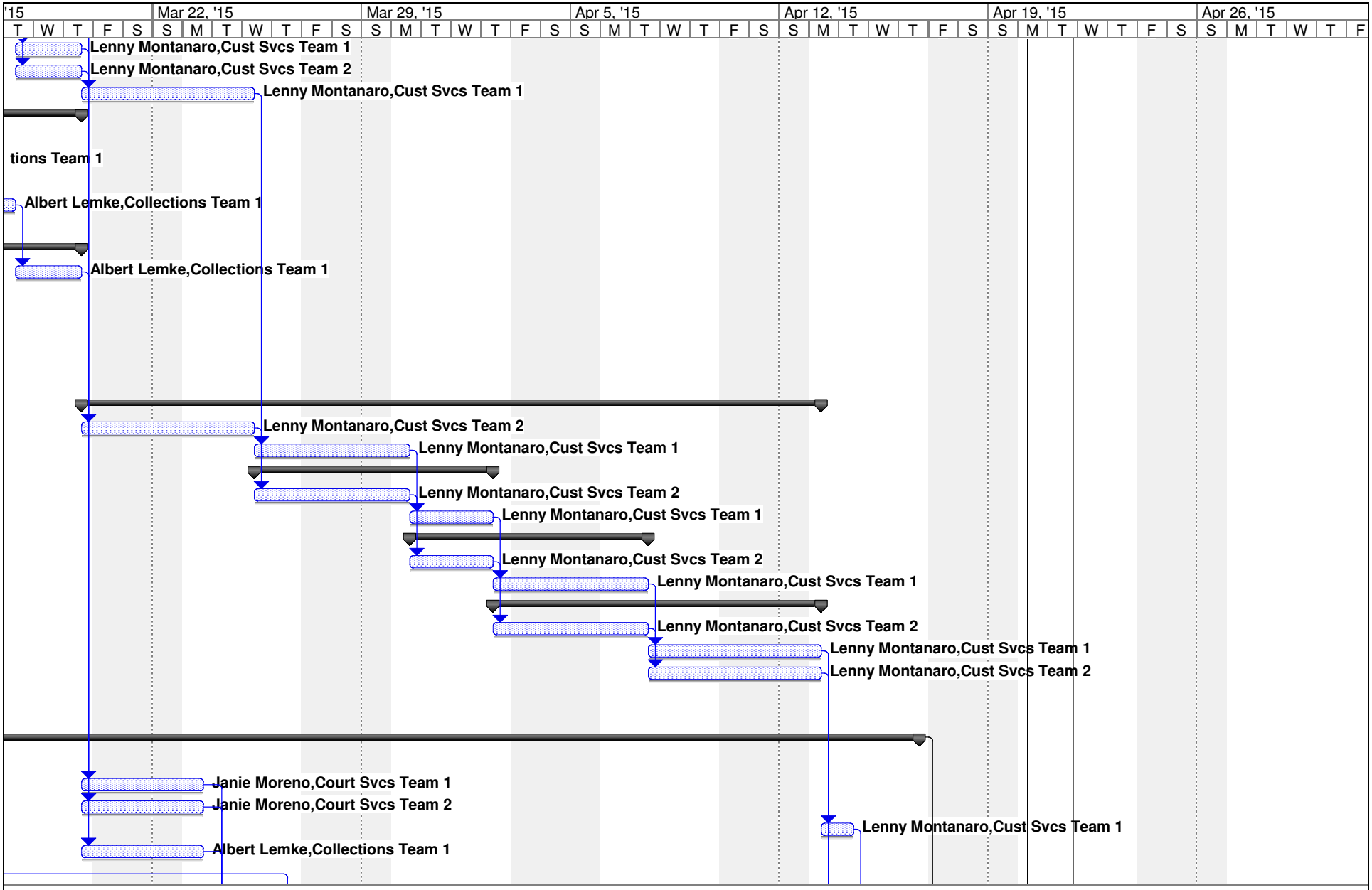

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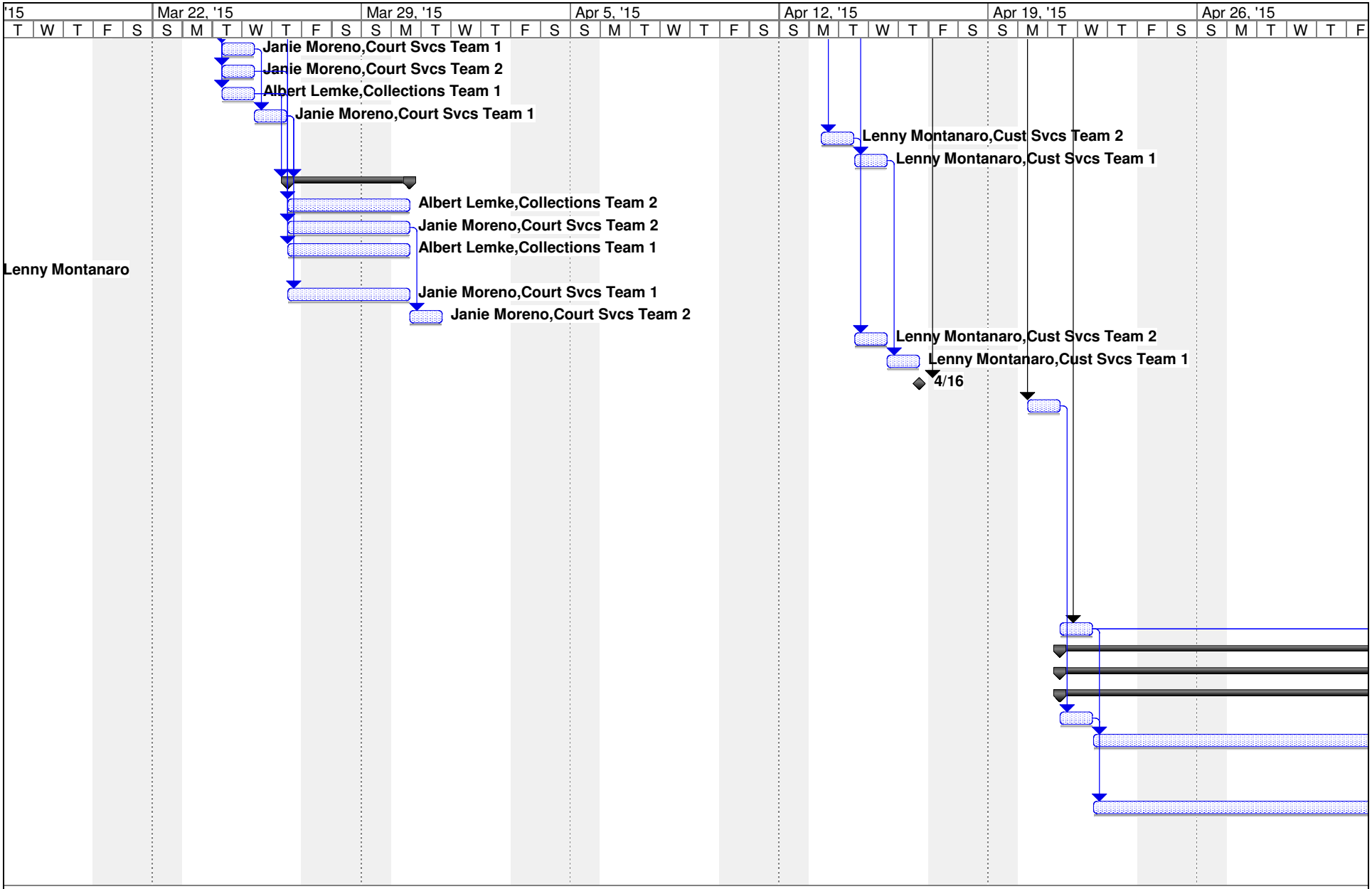

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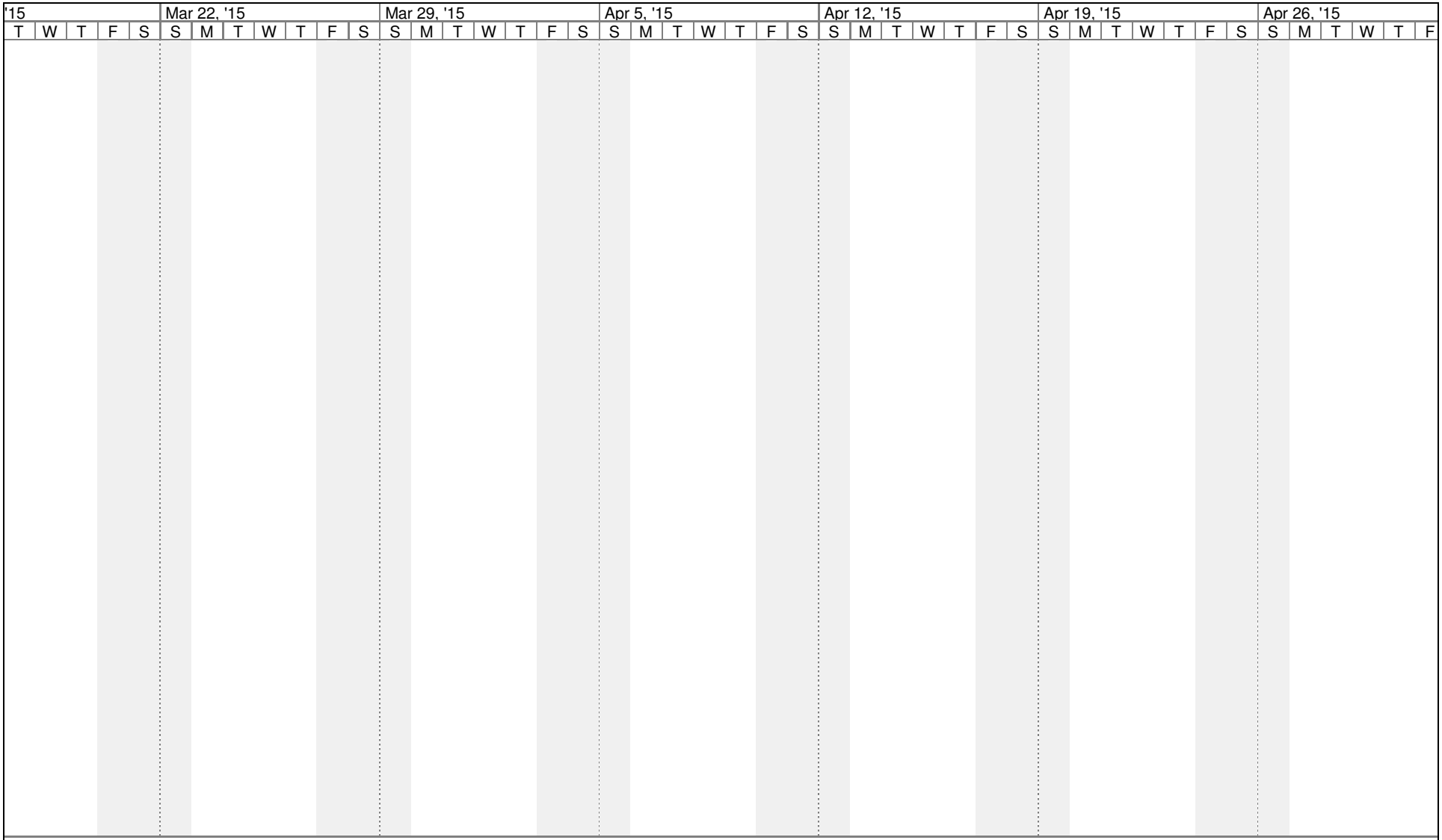

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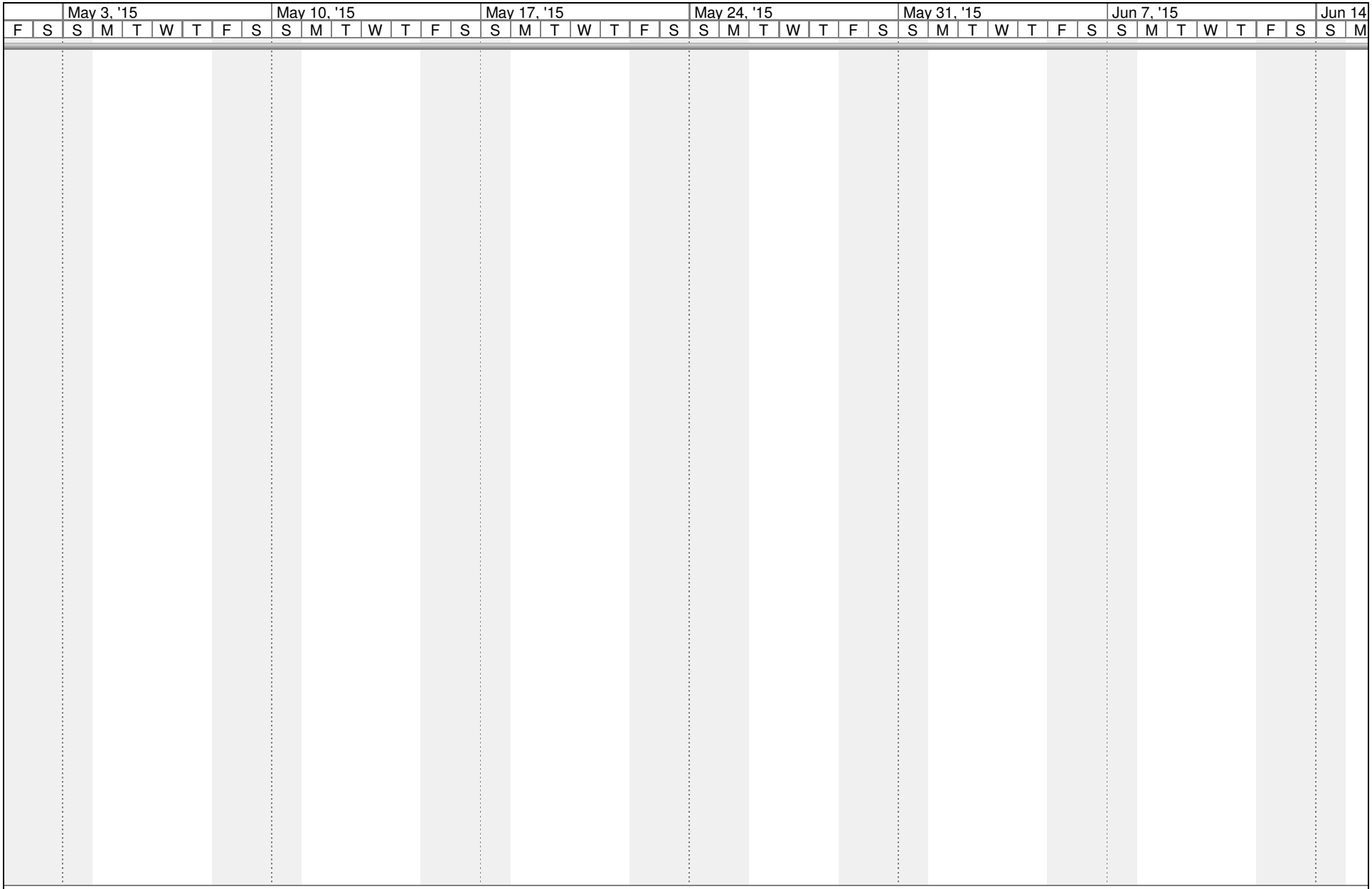

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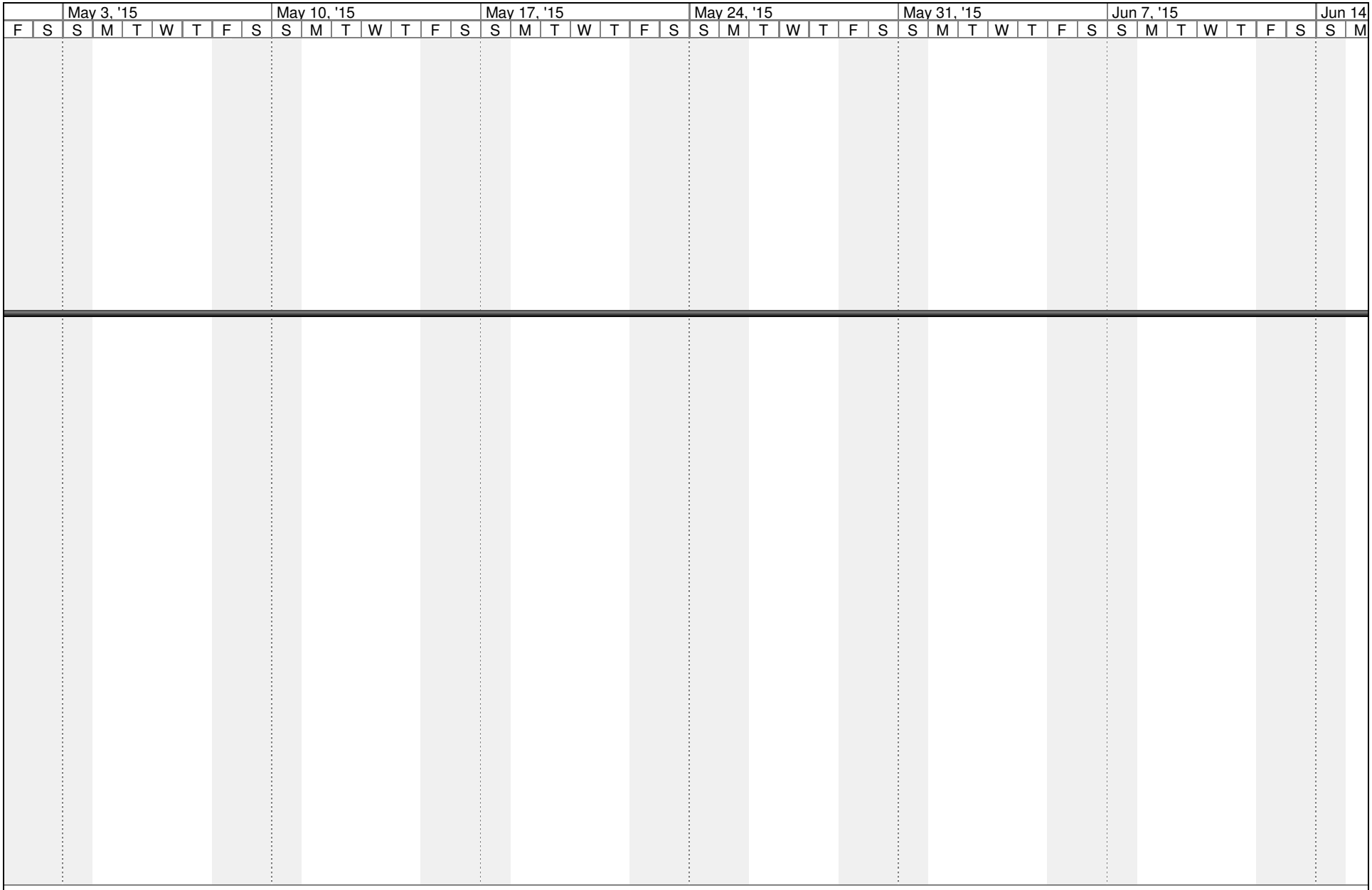

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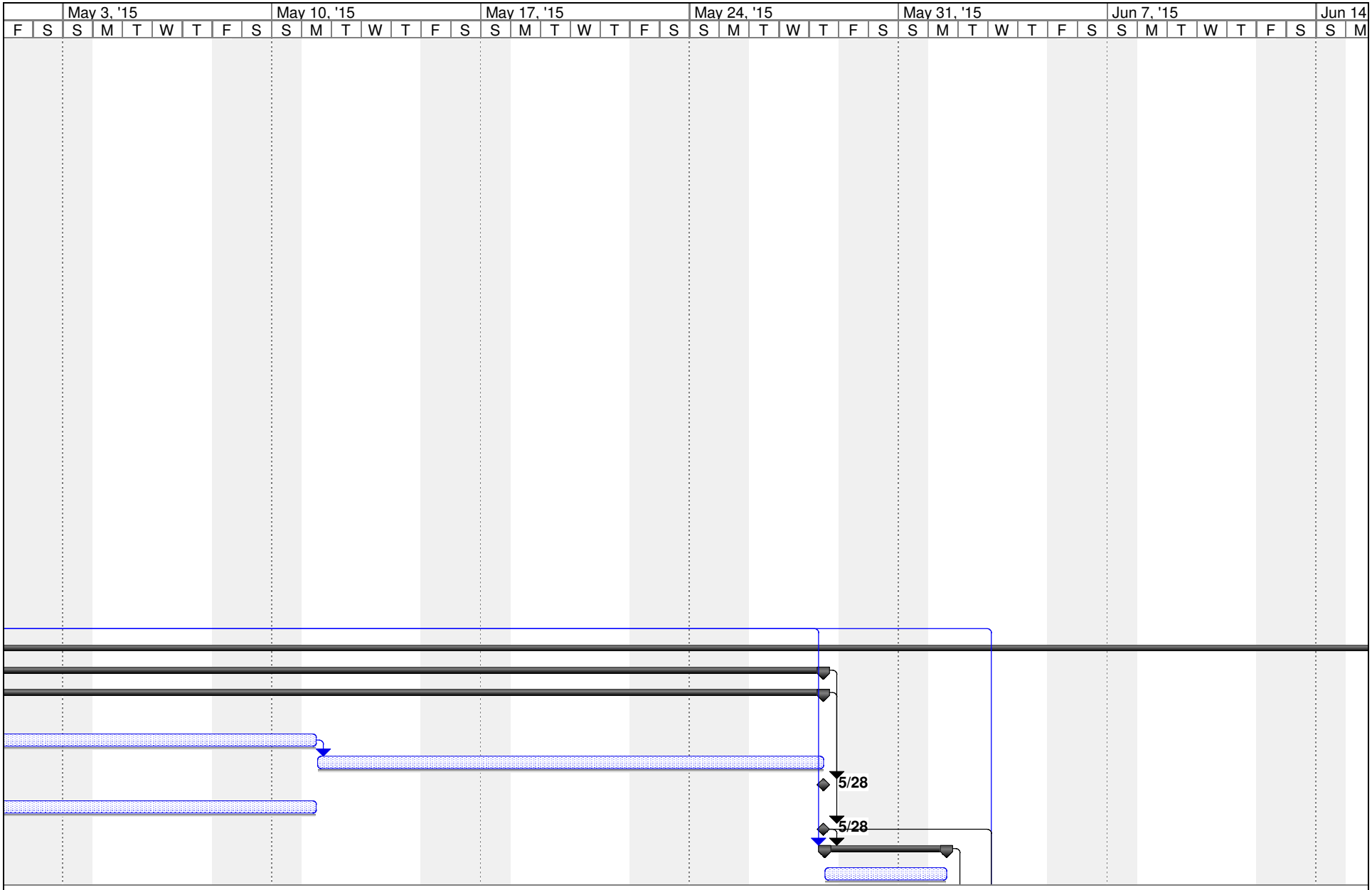

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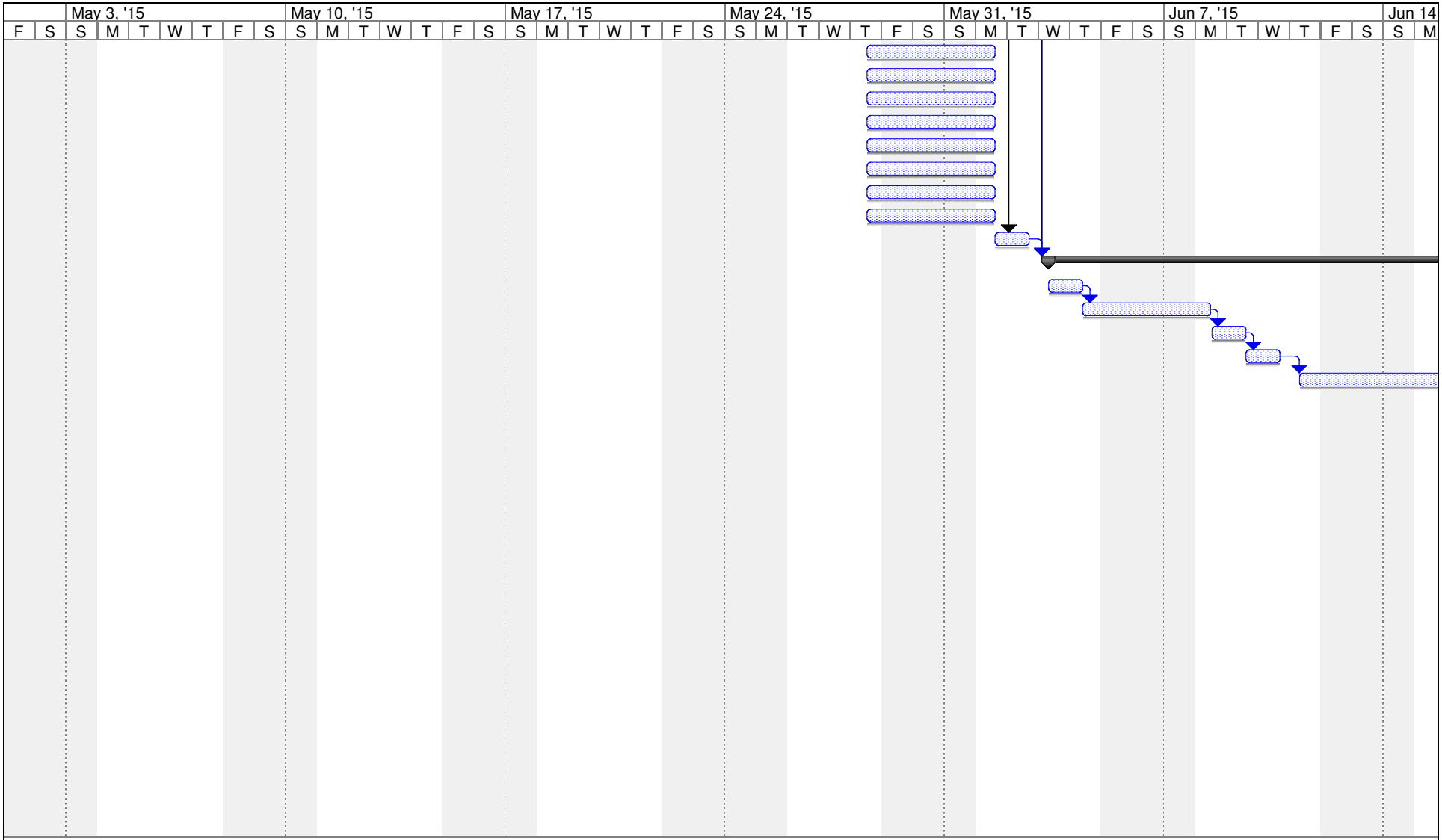

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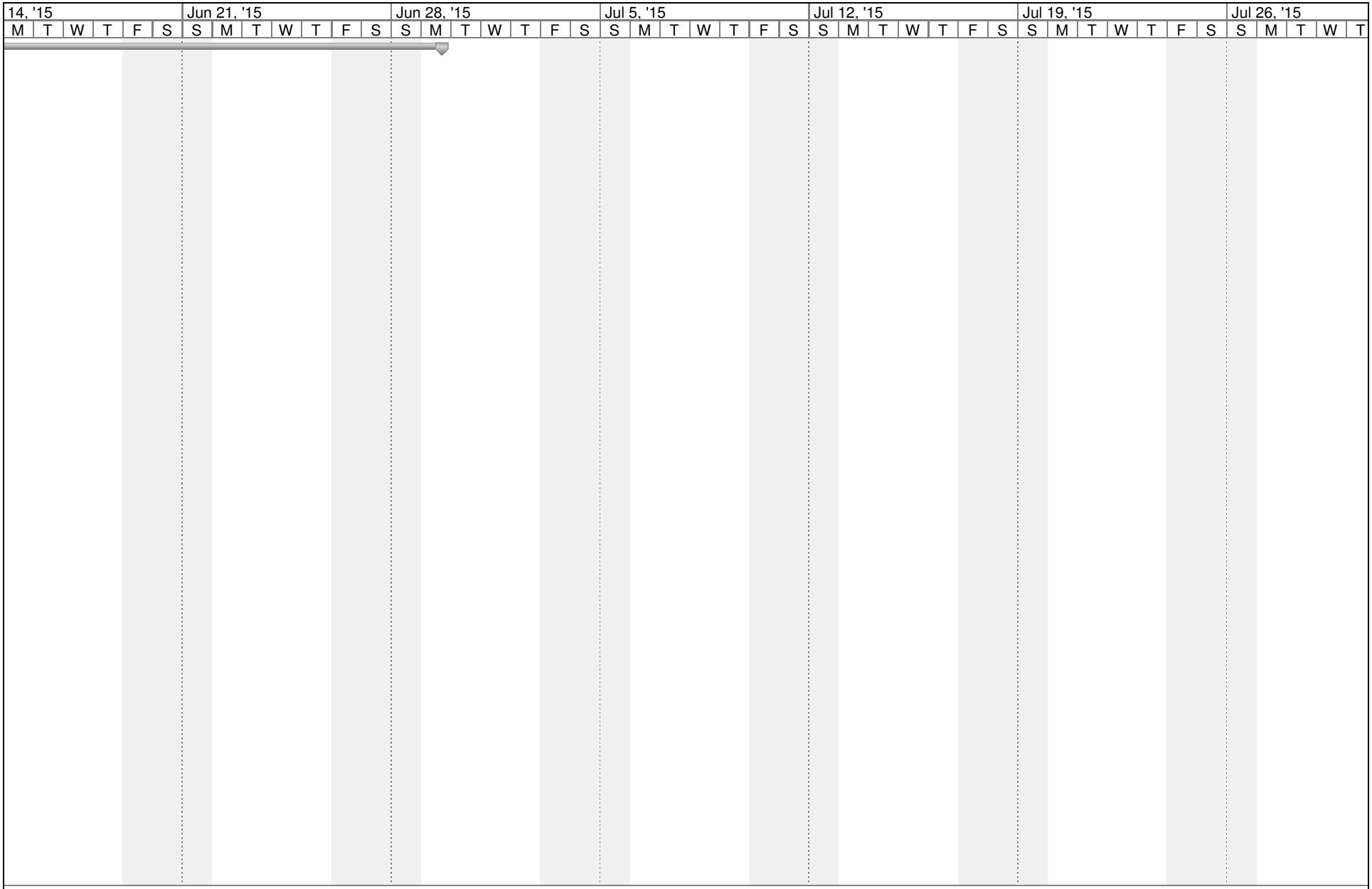

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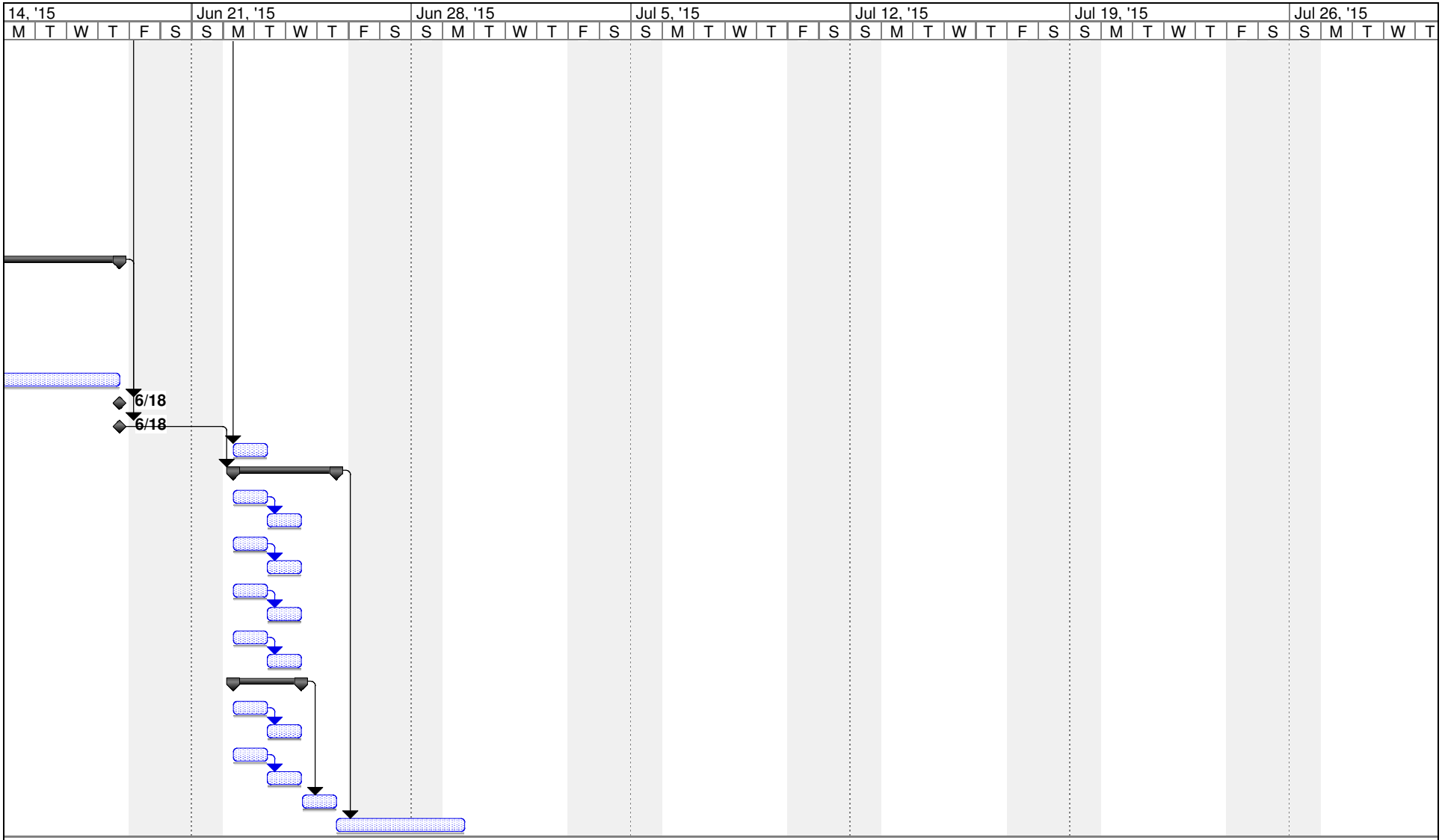

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Mesa Municipal Court
Themis Implementation
Project Charter

City of Mesa Information Technology Department

August 27, 2014

Project Charter (and attachments) Change Control

Date	Change	Change Made By
August 5, 2014	Initial Draft	Lauren Lupica
August 19, 2014	Final	Lauren Lupica
August 27, 2014	Corrected "Successful Go Live" date from July 31 to June 30, 2015	Lauren Lupica

1.0 Project Start Date

August 19, 2014

2.0 Requesting Division or Department

Mesa Municipal Court

3.0 Project Sponsors

Paul Thomas, Court Administrator
Judge Matt Tafoya, Presiding City Magistrate
Alex Deshuk, Manager of Technology and Innovation
Diane Gardner, Chief Information Officer

4.0 Stakeholders

Mesa Municipal Court, City Prosecutor, Information Technology Department, Mesa Police Department, Court/Prosecutor Customers, Finance, ERP

5.0 Background, Business Need & Measures of Success

This project's objective is to implement a new Case Management System (CMS) that will replace the existing mainframe-based Court system within the Mesa Municipal Court (ACIST).

The initial project involved the implementation of the AOC's statewide solution, AJACS. Due to changing circumstances regarding the development and support of AJACS, Mesa Municipal Court has decided to forego that implementation.

The new CMS to be implemented is Themis, a CMS written by Tempe staff and currently in production use in Tempe. A full gap analysis will be conducted with Court staff to identify all areas of the current Themis application that do not meet the Court's requirements.

The measures of success for this project initiative include:

- Implementation of an application that covers, at a minimum, basic requirements for Mesa Municipal Court;

- Mesa's successful transition from the existing Court system to the new Themis application:
    - Including conversion/migration of existing case data;
    - With minimal impact on Court and Prosecutor operations and services; and
    - Maintaining all existing business automation that exists in current systems.
- Contain costs by using City of Mesa IT resources to create required customizations where feasible. Successful go live with Themis by June 30, 2015.
- Removal of all data and applications related to the existing Mesa CMS application from the mainframe.

6.0 SCOPE

The scope of the Mesa Municipal Court CMS project shall include the following components;

- Full Gap Analysis, to determine the detailed scope and priority of all functional requirements not supported by the current Themis application.
- Implementation of Themis, to replace the City's existing mainframe-based ACIST application.
- Conversion/migration of existing Mesa case data.
- Implementation of the following interfaces:
    - Internet and IVR-based Court Services and Payment Systems;
    - Photo Enforcement (ATS);
    - Mesa's Filenet EDMS (Electronic Document Management System);
    - AOC (AZ Supreme Court – CPOR, Debt Set Off);
    - AZ MVD via AOC(Motor Vehicle Department);
    - Defensive Driving Vendor Systems;
    - Behavior Health/ Home Detention Systems;
    - Credit Bureaus;
    - Collection Agencies;
    - Judge Survey Vendor Systems;
    - Court Lobby Calendar Monitors;
    - Police's NCIC Warrant Entry system;
    - Police Subpoena System;
    - Maricopa County Sheriff's Office Systems;
    - City ERP Systems; (Accounting, Financial, Budget and BI)
    - City Timekeeping and Scheduling System(s);
    - Auto-Dialer (ACD Text to Speech);
    - Court Online Forms;
    - DPS (Criminal History); and
    - ProsecutorByKarpel.
- Development of test scripts and management of user testing.
- Development of training materials and performance of user training.
- Application development documentation.

7.0 ASSUMPTIONS AND CONSTRAINTS

- A full gap analysis will be completed jointly by Court and ITD staff. All gap items will prioritized by Day 1 (Functional at Go Live), Day 2 (Functional at 6 (six) months) and Day N (Ongoing Enhancements).

- Any changes or additions to the items defined in the gap analysis will require approval by the Project Sponsors.
- Court staff will be trained to maintain and support the application in all appropriate areas.
- ITD will maintain and support the application in all technical areas.
- The City will maintain its own environment for Themis.
- Per the agreement with Tempe, all development performed by Mesa staff will be shared with Tempe and all development performed by Tempe staff will be shared with Mesa. In neither case is the receiving entity required to utilize or implement the shared changes.

8.0 FUNDING

Minimal funding is expected to be necessary for this project. Tempe is not requiring payment for the base Themis code and database. Hardware already secured for the AJACS project satisfies the requirements for a Themis environment. The majority of development work will be performed by Mesa ITD Staff. There is a possibility that additional development resources may be required; funding for this will be from Mesa Municipal Court grant funds.

9.0 ROLES & RESPONSIBILITIES

Project Team Individual Resources

Member	Member Role	Discipline
Lauren Lupica	Project Manager, Executive Team Facilitator, Core Team (Leader), Change Control Team Facilitator	Project Management
Diane Gardner	Sponsor, Executive Team	ITD Management
Alex Deshuk	Sponsor, Executive Team	City Management
Matt Tafoya	Sponsor, Executive Team	City Court
Paul Thomas	Sponsor, Executive Team (Leader), Change Control Team	City Court
Lester Godsey	Executive Team, Technical Team (Leader), Core Team	ITD Applications Management
Lenny Montanaro	Core Team, Business Team (Leader), Change Control Team	City Court
Albert Lemke	Core Team, Business Team	City Court
Janie Moreno	Core Team, Business Team	City Court

Connie Williams	Core Team, Tech Team, Change Control Team	Applications (Lead Architect)
Greg Stoner	Core Team, Tech Team	Applications
Michael Kniskern	Tech Team	Applications/Web
Jeremy Montoya	Technical Team	Network
Hoan Vu	Technical Team	Server
Ihaab Dais	Technical Team	Security
Guy Jones	Technical Team	Desktop
Paul Poledna	Technical Team	FileNet
Regan Robbins	Purchasing	ITD Purchasing

Project Teams

Team	Team Role
Executive Team	Responsible and accountable to City Management and Sponsors for project's success. Reviews and approves project scope changes, recommendations, policies and deliverables. Highest point of problem escalation for City of Mesa. Manages project priority, and reports status to City Management. Receives periodic project updates from the Project Manager.
Core Team	Responsible and accountable to Project Manager, Executive Team and Sponsors for projects' success. Develops direction for Technical and Business Teams and creates recommendations for Executive Team to meet project objectives. Escalates issues to Executive Team as needed.
Technical Team	Responsible and accountable to Project Manager for project's success. Creates deliverables as directed by Technical Team Leader. Serve as technical experts in the development of project deliverables. Conducts periodic project reviews with the Technical Team Leader. Escalates issues to Core Team as needed.
Business Team	Responsible and accountable to Business Team Leader for projects' success. Creates deliverables as directed by Business Team Leader. Serve as business and operations experts in the development of project deliverables. Conducts periodic project reviews with the Business Team Leader. Escalates issues to Core Team as needed.
Change Control Team	Coordinates, manages and authorizes all changes to the Themis system or its interfaces, per defined change control guidelines and processes. City of Mesa Change Control Team vets all changes first, prior to presentation to the Executive Team.
Project Manager	Responsible and accountable to the Executive Team for project's success. Manages project schedule and budget, oversees resource allocation and completion of deliverables,

	reports project status to Executive Team. Coordinates with Core Team and Technical Team on schedule and deliverables. Coordinates with Change Control Team to get enhancement request or code defect changes reviewed and approved. Oversees City of Mesa purchases and contracts. Escalates issues to Executive Team for resolution.

10.0 Requirements, Design and Development Processes

Requirements and their priority will initially be developed and agreed upon during the gap sessions to be held by Court and ITD staff.

Additional requirements gathering work sessions will be held by the business analysts with the appropriate SME's. The process for the creation and approval of requirements documents is as follows:

- A written requirements document will be developed by the business analyst.
- The appropriate SME(s) will review the document and work with the business analyst on any necessary changes and/or clarifications.
- The SME(s) will provide written approval of the requirements document.
- The business analyst and development resource will develop a written design document based on the requirements document.
- Both the business analyst and the Mesa SME's will review the document and work together on any necessary changes and/or clarifications.
- The business analyst and the SME(s) will provide written approval of the design document.

Once a design document has been approved, ITD will develop the agreed upon functionality and perform initial testing. The test environment will then be updated with the functionality for the business analyst and the Mesa SME(s) to test to ensure that all identified requirements have been included and function properly. Both will provide written approval of that the required functionality has been successfully developed.

11.0 Project Costs – Budget & Expenditure

As noted previously, there are no costs expected for this project with two exceptions: first, the funds spent previously on the previous AJACS project and second, any costs associated to contracting development resources.

12.0 Project Plan

The Mesa Municipal Court CMS project plan can be found in Project Server; **MMC Themis CMS.**

The Project's Website is at the following location (everyone can access):

http://projects.insidemesa/ITD/Mesa%20Municipal%20Court%20CMS/default.aspx

13.0 CHARTER APPROVAL AND ACCEPTANCE

Judge Matt Tafoya Sponsor, Executive Team	Presiding City Magistrate	Date
Paul Thomas Sponsor, Executive Team (Leader), Change Control Team (Leader for Mesa), External Agency Team	Court Administrator	Date
Alex Deshuk Sponsor, Executive Team	Manager of Technology and Innovation	Date
Diane Gardner Sponsor, Executive Team	Chief Information Officer	Date
Lauren Lupica Project Manager, Executive Team Facilitator, Technical Team, Core Team, Change Control Team Facilitator	Project Manager	Date